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ABSTRACT

A product of the Kansas Planning and Community Development (CD) Division within the Kansas Department of Economic Division, the Kansas CD Assistance Pilot Project was created to meet the more technical needs of small and principally rural communities (up to 20,000 in population). Funded from July 1, 1974 through October 31, 1975, the Project consisted of a three-man CD team of professional planners with diversified backgrounds who provided technical assistance to small communities and guidance to the Kansas Department of Economic Development re provision of a permanent technical assistance mechanism. During the project period, the Team responded to 33 different requests and became involved in 9 additional multi-community related projects. The Team also became involved in basic CD research, conferences, and administrative concerns. In response to the need for a permanent decision making capacity in small communities, the Team developed the Community Development Procedural Model based on evaluation of the Programming Resources with Initiative for Development Effectiveness (PRIDE) program, literature concerning CD, and personal experience. The model incorporated a philosophy which coupled local initiative with outside expertise, aimed at community self-development, and included the following five phases: organization; research; goal formulation; planning; and action. (JC)

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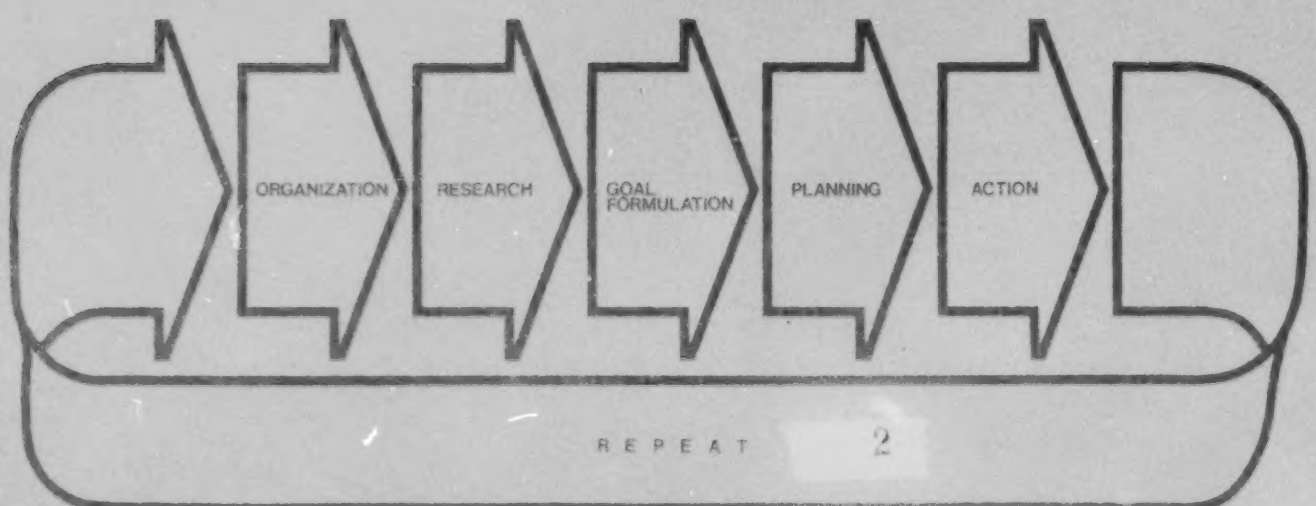
TECHNICAL ASSISTANCE PROJECT

TAP

ECONOMIC DEVELOPMENT ADMINISTRATION · U.S. DEPARTMENT OF COMMERCE

A COMMUNITY DEVELOPMENT ASSISTANCE PROJECT

CONDUCTED BY
THE KANSAS DEPARTMENT
OF ECONOMIC DEVELOPMENT



RC009822

COMPLETION REPORT

COMMUNITY DEVELOPMENT ASSISTANCE PILOT PROJECT
KANSAS DEPARTMENT OF ECONOMIC DEVELOPMENT

COMMUNITY DEVELOPMENT TEAM

Darrel Powers
Dennis McKee
John Wilhm

ECONOMIC DEVELOPMENT ADMINISTRATION
TECHNICAL ASSISTANCE GRANT
PROJECT NO. 05-06-01500

JUNE 1976

"This technical assistance study was accomplished under a grant from the Economic Development Administration. The statements, findings, conclusions, recommendations and other data in this report are solely those of the Grantee and do not necessarily reflect the views of the Economic Development Administration."

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CHAPTER I

INTRODUCTION

GENERAL

The Kansas Department of Economic Development has been engaged in a community development (P.R.I.D.E., an acronym from Programming Resources with Initiative for Development Effectiveness) program for the past six years. In the course of the department's work it became evident that many communities were able to follow a rudimentary development process to the point where technical input became necessary, but often not available. This lack of technical input became an impediment beyond which many communities could not proceed. The awareness of the problem in part led to Executive Order Number 7 (attached with the Kansas Law creating the Kansas Department of Economic Development as Appendix A) which established a Planning and Community Development Division within the Kansas Department of Economic Development (Organizational Chart attached as Appendix B). The Executive Director of the Kansas Department of Economic Development, in an attempt to define the activities of the Division, initiated action leading to the development of the community development assistance pilot project (Technical Assistance Grant No. 05-06-01500) which was funded jointly by the Economic Development Administration, the Ozarks Regional Commission, and the Kansas Department of Economic Development. The specific purposes of the pilot project were to provide technical assistance as requested by the mayors of Kansas communities under 20,000 in the area of community development as well as guidance in the development of the Planning and Community Development Division work program.*

PURPOSE OF REPORT

The purpose of this report is twofold: first, to describe and critique the Community Development Assistance Pilot Project; and second, to translate the findings of the Community Development Assistance Team into recommendations for the staffing and future work activities of the Community Development Section of the Division of Planning and Community Development.

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*The project, as originally conceived, was to provide assistance to communities within a population range of 1,000 to 20,000. This stipulation was amended by the Economic Development Administration after initiation of the project to include communities under 1,000 population.

FORMAT

This report is divided into a discussion of the following:

- Summary and Recommendations
- Project Methodology
- Project Activities
- Community Development Procedural Model
- Community Development Section of the Kansas Department of Economic Development
- Project Evaluation
- Environmental Considerations

CHAPTER II

SUMMARY AND RECOMMENDATIONS

INTRODUCTION

The following chapter synopsizes the Kansas Community Development Assistance Pilot Project (Technical Assistance Grant Project No. 05-06-01500) and presents resultant recommendations for community development activities in general and within the State of Kansas.

PROJECT SUMMARY

As a result of its experience in P.R.I.D.E., an ongoing Kansas community development program, the Kansas Department of Economic Development perceived the need for the provision of technical assistance to those communities which were already engaged in the predominately self-help program. It was observed that communities are often able to accomplish minor community development projects such as community beautification, whereas they are usually unable to plan and implement larger projects such as downtown restoration. Often such an experience frustrates a community to the point that they discontinue any community development activity at all. A three-man community development team was formulated of professional planners with diversified educational backgrounds and experience. They were to be responsible for the provision of technical assistance to communities on an as-needed basis, as well as the provision of guidance to the Kansas Department of Economic Development in the development of a permanent capacity for the provision of such assistance. The project was originally funded from July 1, 1974 through June 30, 1975 although it was extended until October 31, 1975.

The Team was originally mandated to confine their activities to communities of between 1,000 and 20,000 population. Working on this basis they prepared a prioritization methodology with which they could select projects for assistance. This stipulation was later amended by the Economic Development Administration to include all communities of less than 20,000 bringing the total number of communities eligible for assistance to 613 of the total 627 Kansas communities.

During the project period the Team responded to requests from 33 communities and became involved in nine additional projects which were not directly related to one individual community. The Team also was involved in basic community development research, conferences and administrative concerns.

Through the provision of end-product assistance to communities it became evident to the Team that while their efforts provided immediate benefit they were leaving the community with no permanent capacity to solve similar problems in the future. The Team decided, therefore, to devote a portion of the project time to the development of a system which could be used to guide the local decision-making processes. Based on an evaluation of the PRIDE program, literature concerning community development and personal experience, the Team established several philosophic points of departure which became the touchstones from which a Community Development Procedural Model was formulated. Finally, based on the refinement and utilization of such a process, the Team made recommendations for staffing of the Community Development Section of the Kansas Department of Economic Development and proposed both short- and long-range activities in which the Section could expect to be engaged.

RECOMMENDATIONS

It is difficult to assess all of the benefits derived from such an effort. The full impact on the communities and the state will take several years to realize and then only the following are recognized;

1. The key to the development of a viable statewide community development assistance program is a thorough understanding of the decision-making process that takes place at the local level. This knowledge can be best gained from the initiation and observation of the community development model functioning at the local level. Therefore, it is recommended that the theoretical model be tested in a number of Kansas communities.

2. Technical assistance is necessary if meaningful community development is to be realized at the local level. Most Kansas communities are too small to be able to afford such assistance; therefore, if the state is committed to the provision of a quality program to all of its communities, it will have to provide the framework for the provision of such assistance. Should the Kansas Department of Economic Development wish to provide this assistance as mandated by Kansas statute they will have to staff accordingly. It is recommended, however, that staffing recommendations and work programs remain in a state of flux until the procedural model has been fully tested.

CHAPTER III

PROJECT METHODOLOGY

INTRODUCTION

This chapter describes the utilization of a team approach in the conduct of the Community Development Assistance Project, as well as project selection, project planning and reporting techniques.

TEAM CONCEPT

A team approach was employed because it was believed that an interplay among team members with diverse professional backgrounds would result in more complete solutions to community development problems. Upon completion of the project it is generally agreed that the team approach is a viable method for providing Community Development assistance because it brings to bear a broad base of experience, training and philosophy.

COMMUNITY NOTIFICATION

Kansas communities were notified of their eligibility for assistance by two methods: press releases and brochure. A press release, describing the project, was written by Kansas Department of Economic Development staff and distributed to all newspapers, radio and television stations throughout the state. A brochure describing the project and including an application for assistance was sent to the mayors of all eligible communities.

PROJECT SELECTION

Appreciating the relatively short duration of the pilot project, it was realized that a priority system was necessary to guide the Team in project selection. The major concern in formulation of such a system was a desire to assist those communities which exhibited the greatest need and were least capable of solving community development problems locally.

Utilizing the 1973 Kansas State Board of Agriculture annual census it was determined that 183 communities in Kansas fell within the original population range stipulated by the Economic Development Administration as between 1,000 and 20,000. This stipulation was amended during the course of the project but not until the prioritization of the 183 communities had been completed. Lowering the population range added 433 communities raising

the total number of communities eligible to receive assistance to 613 of the 627 Kansas communities.

Each of the 183 communities within the population range of 1,000 and 20,000 was prioritized based on twelve different socio-economic indices. The indices utilized included:

Demographic Characteristics

1. Population
2. Total Population Change
3. Net Migration
4. Percentage of Population Over 65
5. Percentage of Population in Labor Force

General Economic Characteristics

1. Average Per Capita Income
2. Families Below Poverty Level
3. Unemployment
4. Per Capita Welfare Expenditure

Fiscal Characteristics

1. Per Capita Assessed Valuation
2. Per Capita General Obligation Debt
3. Tax Delinquency

The communities were arrayed within each parameter and a ranking from 1 to 183 was assigned to each community corresponding to its position. The final ranking was the sum of the position of a community within each of the twelve arrays. In addition to the utilization of the priority system for honoring community requests, it was necessary to consider the date the request was received. Communities of less than 1,000 population were added to the priority list as their request for assistance was received.

During the course of the project several requests were made of the Team by the Kansas Department of Economic Development for community related assistance. These requests were honored as they were received.

The research necessary to develop the priority ranking for honoring community requests provided meaningful knowledge about the quality of life within each community relative to other eligible communities. A primary criticism of the methodology employed in development of the priority ranking is that many of the twelve community parameters were extrapolated from countywide statistics.

PROJECT PLANNING

Two basic approaches to project planning were utilized depending upon the nature of the request. The first was the utilization of consultation whereby requests were handled through Team discussion with communities. The Team responded to 21 such requests requiring 45 man-days. While this approach was generally associated with short-durationed projects or requests for information, there were instances where the Team returned to a community for more than one meeting.

The second method for solving community problems required work programming which involved data collection, analysis and recommendations. These requests were generally associated with long-durationed projects which resulted in indepth reports. The Team responded to twelve community requests requiring 399.5 man-days.

Based on the past year's activities it may be anticipated that future community development requests for assistance will parallel those received during the Community Development Assistance Pilot Project.

PROJECT REPORTING

The Team responded to requests through three basic methods: verbal discussion, written correspondence and indepth reports. Verbal discussion was generally utilized in short-duration projects requiring the Team to call upon its experience or ability to provide on-the-spot advice and consultation. In those instances where written information such as statistical data were required, a letter or memorandum was used to convey the information. Indepth reports were prepared for those projects requiring considerable data collection, analysis and recommendations. This method provides the most detailed record of activities. A listing of reports completed during the project are presented in Appendix C.

It was found that in most instances in which the response was verbal or by letter, insufficient data were provided for the solution of future corollary projects. Indepth reports, on the other hand, provided this information.

CHAPTER IV

PROJECT ACTIVITIES

INTRODUCTION

In the conduction of the project, the Team divided its efforts among five different activities. The areas of activity and the relative time allotted to each are shown on the following table.

TABLE 1

WORK ACTIVITIES UNDERTAKEN
DURING PILOT PROJECT

ACTIVITY	PERCENTAGE OF TIME ALLOTTED
Community Projects	47.7%
Community Related Projects	24.5%
General Research	4.9%
Conferences	6.9%
Administration	16.0%

A discussion of each of these activities follows.

COMMUNITY PROJECTS

The Community Development Team maintained records of its activities for each of the 33 community projects in which it became involved. Detailed summaries of each of these projects with comments or recommendations are presented in Appendix D, Part 1.

COMMUNITY RELATED PROJECTS

The Team, at the request of the Kansas Department of Economic Development, became involved in nine projects that were not directly related to community requests. Summaries of each of these projects with recommendations are presented in Appendix D, Part 2.

GENERAL RESEARCH

As is indicated in Table 1 (shown on page 8) the Team spent 4.9 percent of its time in research not readily assignable to individual projects. These activities involve the investigation of applicable federal programs, state departmental activities, consultation with other professionals, and most significantly an investigation of current philosophies and procedures in community development.

The application of community development procedures in industrialized countries is a relatively new field. Therefore, a new body of knowledge will be generated rapidly. Because of increased activities across the United States, it is felt that more basic research will be required than was carried on during the current project.

CONFERENCES

The Team spent 6.9 percent of its time attending conferences. Conferences were attended by Team members for one of two reasons---to seek information about community development, or to present information concerning the Team's activities.

Conferences that fall into the first category include:

1. National League of Cities
2. National Association of Housing and Redevelopment Officials
3. 1974 P.R.I.D.E. Workshop
4. American Institute of Planners
5. Kansas State Housing Conference
6. League of Kansas Municipalities

Conferences at which the Community Development Assistance Team presented information regarding their activities include:

1. League of Kansas Municipalities
2. Kansas Chapter of the National Association of Housing and Redevelopment Officials
3. Kansas Economic Development Commission (four meetings)
4. Kansas State University Cooperative Extension Service Community Development Regional Workshop
5. Meeting with Kansas Regional Planning Directors
6. 1975 P.R.I.D.E. Workshop
7. Kansas State University Extension Community Development Specialists
8. Presentation to the Ozarks Regional Commission
9. Kansas 2000 - a workshop to help formulate a statewide policy plan

ADMINISTRATION

The Team spent approximately 16 percent of the total project engaged in administrative functions. These activities involved:

1. Drafting of proposals and contracts

2. Scheduled progress meetings with the Kansas Department of Economic Development

3. Record keeping

4. Para-professional duties such as drafting and graphics

CHAPTER V

COMMUNITY DEVELOPMENT PROCEDURAL MODEL

INTRODUCTION

Through the provision of end-product assistance to communities it became apparent that most communities approach developmental problems on a crisis-by-crisis basis. It is felt by the Team that assistance to a community in the solution of such problems is a service which should be provided by the Community Development Section. Of greater importance, however, would be aid to communities in the development and maintenance of an ongoing local problem-solving capability. The first step in the formulation of such a capability within the Kansas Department of Economic Development should be a clear understanding of the community development process at the local level. The procedural model (diagram on page 15) was prepared by the Community Development Team to meet this need.

The proposed model is based on input from several sources. These include: an investigation of an ongoing Kansas Community Development Program (P.R.I.D.E.); discussions with professionals in the area of community development; a review of current technical literature; and an analysis of the Housing and Community Development Act of 1974.

PHILOSOPHICAL POINTS OF DEPARTURE

The above research led to the statement of a number of philosophical points of departure. These statements served as the touchstones upon which alternate models were tested and include:

1. Community Development is essentially a self-help program.

   Community development is a program that should attempt to solve local problems with local effort. Few communities are able to rely on continual outside assistance; and, when it is available, it does not necessarily result in a continuing problem solving process or public acceptance.

2. Community Development is democratic in nature and should involve as many people within the community as possible.

   Since community development is largely a self-help undertaking it is only reasonable to assume that a community's problem solving capability is directly

proportional to its level of community involvement throughout the entire process.

3. Community Development is a short time frame, action oriented problem solving process.

   To be effective a community development program must capture people's interest and imagination. This can be accomplished by demonstrating that community goals can be realized in a reasonable period of time through concerted action.

4. Community Development is a cyclic process.

   Even the smallest community is a dynamic entity that sits in a dynamic ever-changing world. Community characteristics that may not appear to be a problem or an asset today may become so in the future. As a result, the process must repeat itself periodically to deal with this fact.

5. The Community Development Process should serve as a tool for the implementation of a local long-range comprehensive plan.

   Those engaged in the process should be cognizant of long-range direction specified in the community's comprehensive plan if one exists. They should also be aware of the long-range implications of their actions.

6. The process should be comprehensive in nature and enable a community to deal with a wide range of problems.

   Aside from the fact that communities are faced with a broad range of problems--physical, economic and social--diversity in a community development program creates and maintains a broad base of support which is necessary for maintenance of the effort.

7. There should be visible symbols of progress produced at the end of each major phase of the process.

   To maintain community interest most people must be shown that they are progressing toward concrete ends.

8. The process should insure an interplay between public officials and the community.

   The process must never be construed to run counter to normal governmental functioning. It should be a management system incorporating the efforts of all community institutions--governmental and non-governmental.

9. The process must allow outside technical input and yet remain a community-based endeavor.

   An investigation of the P.R.I.D.E. program revealed that in most cases some degree of technical assistance was necessary to a successful program. This assistance came in three forms: (1) organizational training and education; (2) the objective analysis of conditions in a community; and, (3) aid in planning more difficult projects such as facility design or downtown restoration.

10. The process should be flexible in that it must be adaptable to the particular circumstances of an individual community and changeable with experience.

    The model should remain theoretical to the extent that it serves as a base for the development of a problem solving system for individual communities. This is considered necessary because, though similar, there are no two communities alike in every respect. It must also be remembered that the community development movement is in its infancy and with time, improved techniques will be developed.

11. The process should provide a community with the data necessary to file an application for Housing and Community Development Act funds as well as similar federal and state funds.

    Federal community development funds as well as other non-local financial assistance should be viewed as potential tools for implementing community projects.

12. The process should allow for the monitoring and evaluation of the effects of the program.

> The P.R.I.D.E. program provides no formal means by which a community's successes or failures might be recorded. There should be provided a method for the collection of such data.

COMMUNITY DEVELOPMENT PROCEDURAL MODEL

The procedural model resulting from the considerations discussed above is composed of five phases: (1) Organization; (2) Research; (3) Goal Formulation; (4) Planning; and (5) Action. The diagram on the following page shows a detailed breakdown of each work item within the process.

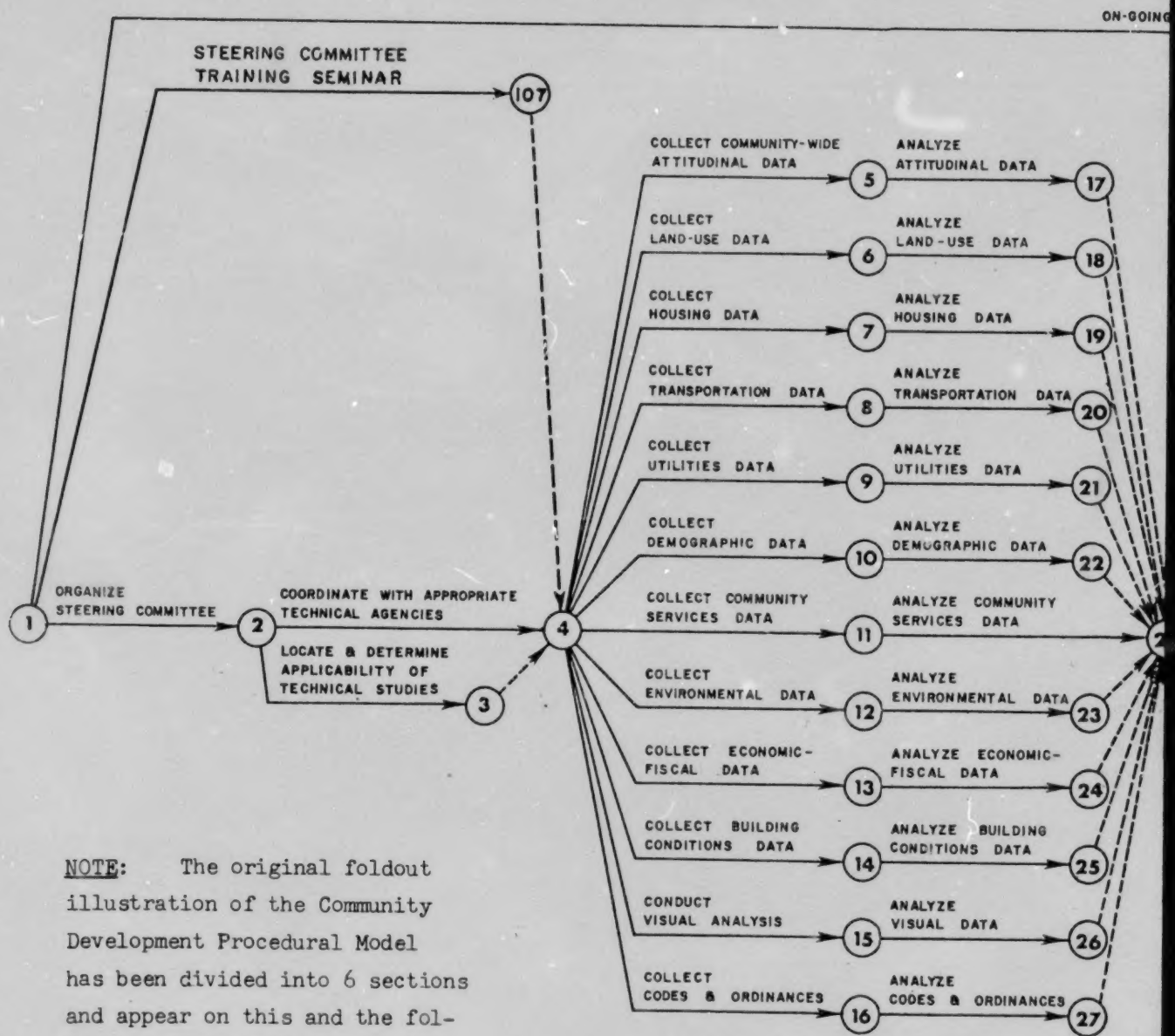
The Organizational Phase

The initial phase of the process is dominated by the organization of the basic citizen participation organization, the subsequent training of their members, and coordination with appropriate agencies. The work operations in this phase are explained in Table 2.

TABLE 2

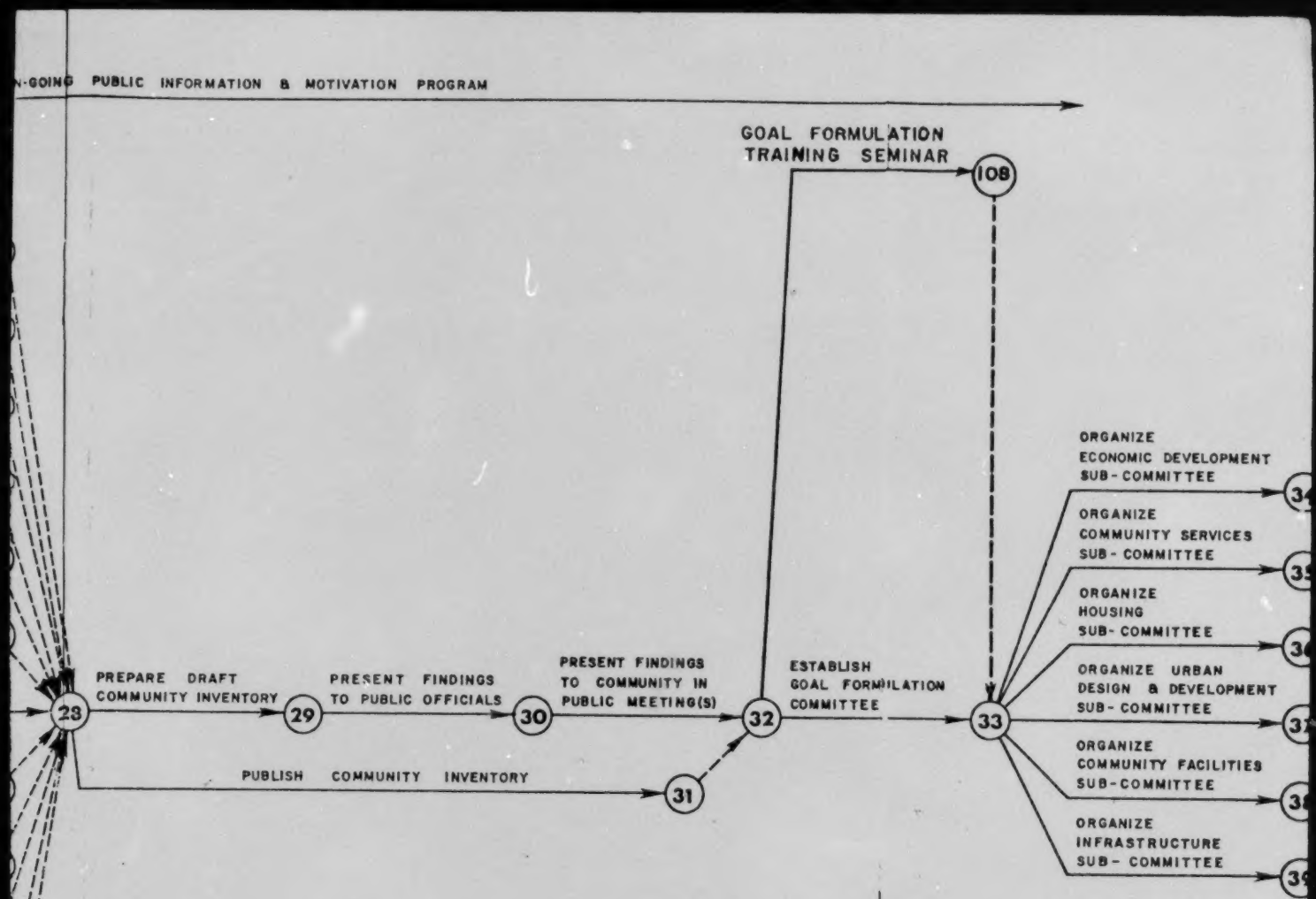
WORK ACTIVITIES
IN THE ORGANIZATIONAL PHASE

OPERATION NUMBER	WORK OPERATION	DESCRIPTION AND COMMENTS
1-2	Organize Steering Committee	A standing committee will be formed of persons willing to be involved in community improvement over a long duration. The committee should be representative of existing community organizations and a cross-section of the population.
1-107	Steering Committee Leadership Seminar	Conduct a training program for members of the Steering Committee.

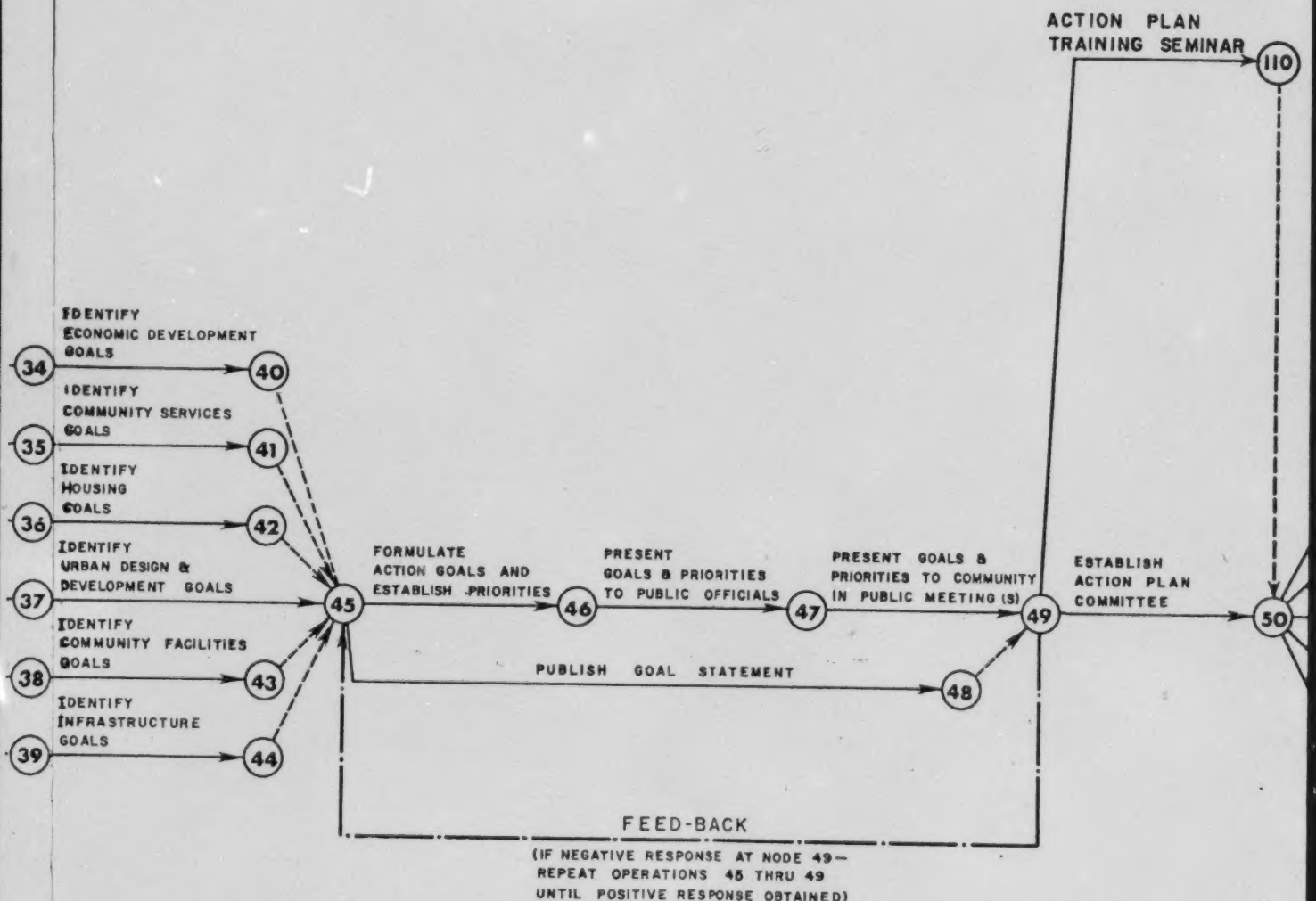


NOTE: The original foldout illustration of the Community Development Procedural Model has been divided into 6 sections and appear on this and the following five pages.

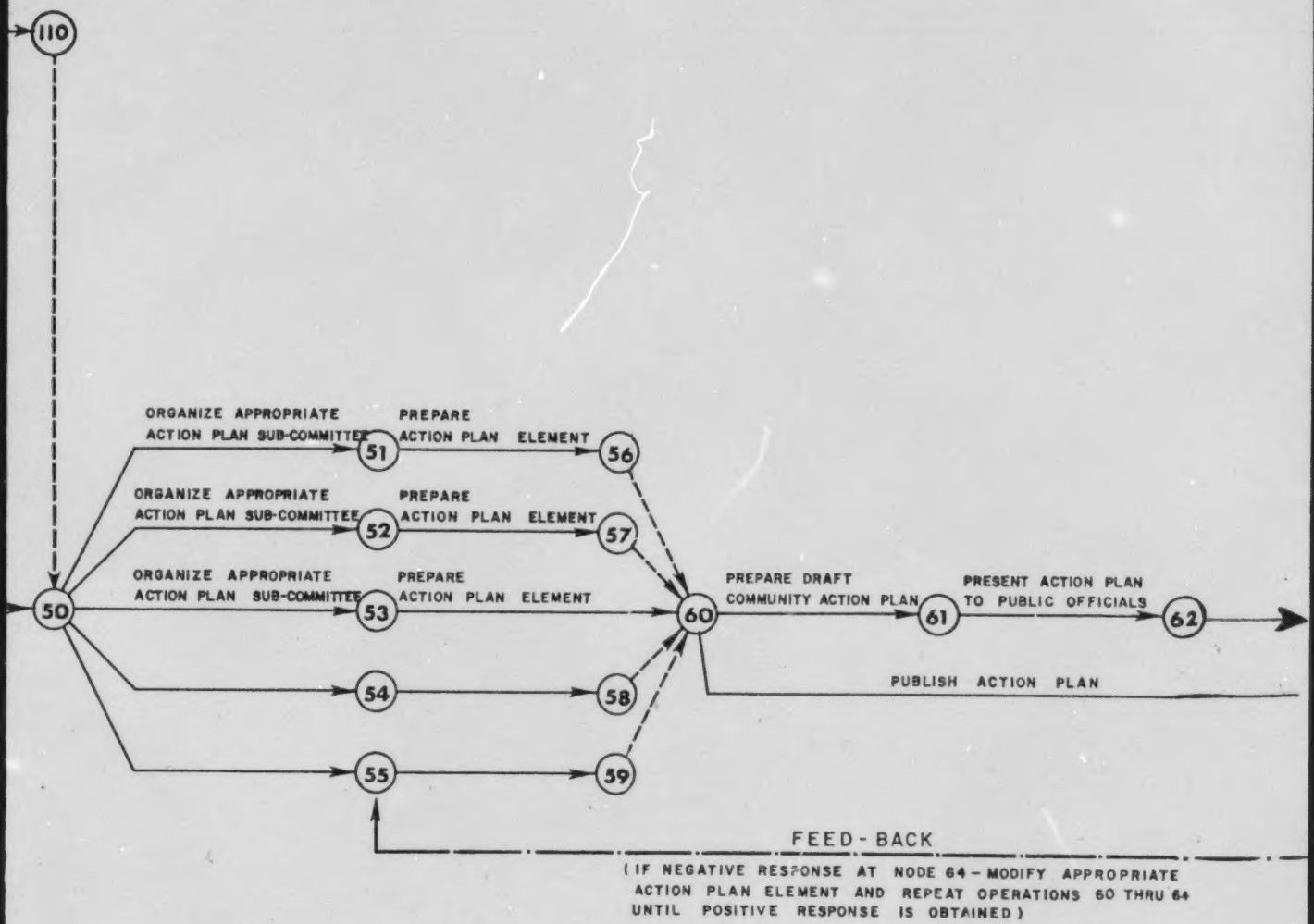
ORGANIZATIONAL PHASE → RESEARCH



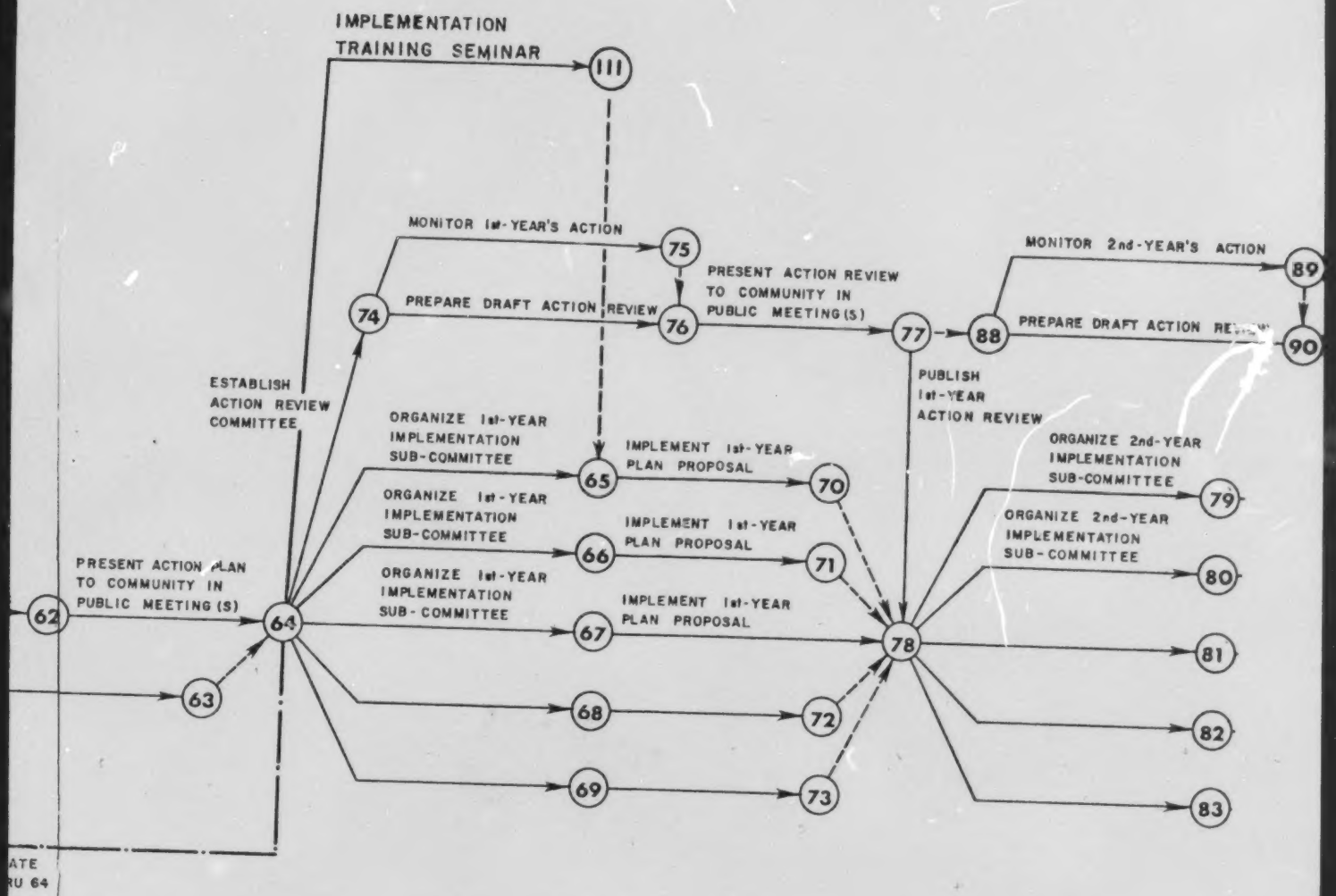
H PHASE → GOAL FORM



MULATION PHASE



PLANNING PHASE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TRAINING SEMINAR
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MONITOR 1st-YEAR'S ACTION
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TO COMMUNITY IN
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PREPARE DRAFT ACTION REVIEW
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MONITOR 2nd-YEAR'S ACTION
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PREPARE DRAFT ACTION REVIEW
90
ESTABLISH
ACTION REVIEW
COMMITTEE
PUBLISH
1st-YEAR
ACTION REVIEW
ORGANIZE 1st-YEAR
IMPLEMENTATION
SUB-COMMITTEE
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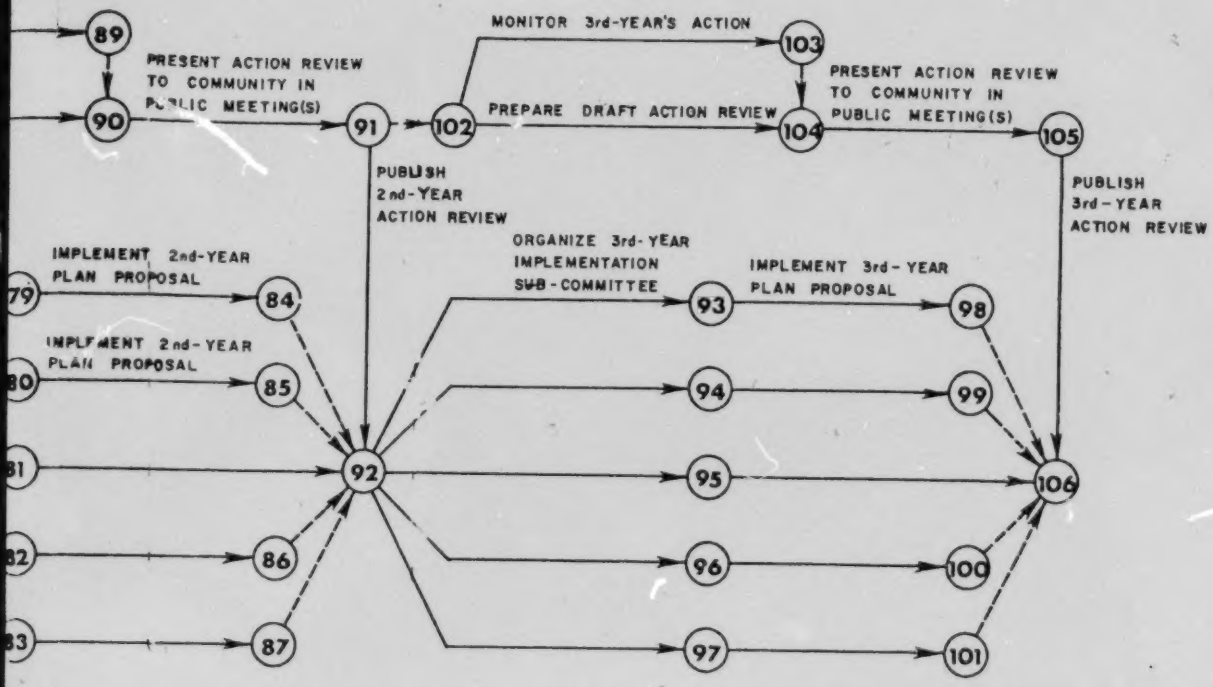
ACTION

ILLUSTRATION 1

COMMUNITY DEVELOPMENT PROCEDURAL MODEL



ON PHASE

15 f.

OPERATION NUMBER	WORK OPERATION	DESCRIPTION AND COMMENTS
2-4	Coordinate with Appropriate Technical Agencies	The Steering Committee will attempt to develop a working rapport with applicable federal, state, regional, county and local technical agencies.
2-3	Locate and Determine Applicability of Technical Studies	Locate all relevant prior technical studies and determine their applicability.
1-	Ongoing Public Information and Motivation Program	Develop means by which local information disseminating media might be utilized to supply information regarding the conduction of the program.

The Research Phase

This phase of the process involves the collection and analysis of a number of physical, social and economic data. Current data may be obtainable from existing reports or it may be necessary to conduct initial studies. Regardless of the source of data the end product of the Research Phase should be an easily understood enumeration of the assets and liabilities of the community. This document, called a Community Inventory in the Model, serves as the basis for the establishment of Community Goals. Specific work operations in the Research Phase are explained in Table 3.

TABLE 3

WORK ACTIVITIES
IN THE RESEARCH PHASE

OPERATION NUMBER	WORK OPERATION	DESCRIPTION AND COMMENTS
4-5 and 5-17	Collect Attitudinal Data/ Analyze Attitudinal Data	Conduct a communitywide attitudinal survey in order to gain an understanding

OPERATION NUMBER		WORK OPERATION	DESCRIPTION AND COMMENTS
			of the desires and priorities of residents.
4-6 6-18	and	Collect Land-Use Data/ Analyze Land-Use Data	If current land-use data are not available, conduct a land-use survey and analyze existing land-use patterns.*
4-7 7-19	and	Collect Housing Data/ Analyze Housing Data	If current housing data are not available, survey and analyze existing housing characteristics and assess demand.*
4-8 8-20	and	Collect Transportation Data/ Analyze Transportation Data	If current transportation data are not available, investigate and analyze the adequacy and condition of all existing transportation networks.*
4-9 9-21	and	Collect Utilities Data/ Analyze Utilities Data	If current utilities data are not available, conduct a survey and analysis of all existing utility systems.*
4-10 10-22	and	Collect Demographic Data/ Analyze Demographic Data	If current demographic data are not available, prepare a study of the demographic characteristics of the community.*
4-11 11-28	and	Collect Community Services Data/Analyze Community Services Data	If current data regarding community service delivery systems are not available, survey these agencies and institutions.

*(NOTE: Existing data are considered current if they are less than four years old).

OPERATION NUMBER	WORK OPERATION	DESCRIPTION AND COMMENTS
4-12 and 12-23	Collect Environmental Data/ Analyze Environmental Data	If current data are not available, collect and analyze data concerning the local environment.*
4-13 and 13-24	Collect Economic-Fiscal Data/Analyze Economic-Fiscal Data	If current economic-fiscal data are not available, collect and analyze such data as labor force, economic base, fiscal condition of the community, and trade area.*
4-14 and 14-25	Collect Building Condition Data/Analyze Building Condition Data	If current building condition data are not available, perform a building conditions survey.*
4-15 and 15-26	Conduct Visual Data/ Prepare Visual Analysis	If current visual data are not available, conduct a visual analysis.*
4-16 and 16-27	Collect Codes and Ordinances/Analyze Codes and Ordinances	Collect and analyze city codes and ordinances.
28-29	Prepare Draft Community Inventory	Formulate, for presentation, a draft inventory of the assets and liabilities of the community in each of the abovementioned areas.
29-30	Present Findings to Public Officials	The Steering Committee will present findings to appropriate elected and appointed community officials.

*(NOTE: Existing data are considered current if they are less than four years old).

OPERATION NUMBER	WORK OPERATIONS	DESCRIPTION AND COMMENTS
30-32	Present Findings to Community in Public Meeting(s)	Present Research Findings in Public Meeting(s) with the aim of widespread public dissemination.
28-31	Publish Community Inventory	A Community Inventory Document will be published in order to provide evidence of progress and thus enhance community motivation to proceed.

The Goal Formulation Phase

The Goal Formulation Phase involves the translation of technical and attitudinal information collected in the previous phase into concrete ideas for community betterment. As shown in the model, goal formulation involves the steering committee, public officials and the community in a process of stating and prioritizing short-term projects that would "accentuate" community assets and "eliminate" community liabilities. Work operations in the Goal Formulation Phase are explained in Table 4.

TABLE 4

WORK ACTIVITIES
IN THE GOAL FORMULATION PHASE

OPERATION NUMBER	WORK OPERATION	DESCRIPTION AND COMMENTS
32-33	Establish Goal Formulation Committee	Form a representative committee for the formulation of goals.
32-108	Goal Formulation Training Seminar	Training will be provided committee members in goal formulation techniques.

(NOTE: Members of the Goal Formulation Committee will chair each of the standing Goal-Formulation Subcommittees.)

OPERATION NUMBER	WORK OPERATION	DESCRIPTION AND COMMENTS
33-34 and 34-40	Organize Economic Development Subcommittee/ Formulate Economic Development Goals	This subcommittee will be responsible for the formulation of economic or fiscal goals.
33-35 and 35-41	Organize Community Services Subcommittee/ Formulate Community Services Goals	This subcommittee will be responsible for formulation of goals relating to the provision of community services.
33-37 and 37-45	Organize Urban Design and Development Subcommittee/ Formulate Urban Design and Development Goals	This subcommittee will formulate development and redevelopment goals as well as design or aesthetic goals.
33-38 and 38-43	Organize Community Facilities Subcommittee/Formulate Community Facilities Goals	This subcommittee will formulate goals concerned with community facilities such as community buildings and recreation facilities.
33-39 and 39-40	Organize Infrastructure Subcommittee/Formulate Infrastructure Goals	The infrastructure subcommittee will formulate goals dealing with a community's infrastructure such as utilities or streets.
33-36 and 36-42	Organize Housing Subcommittee/Formulate Housing Goals	This subcommittee will formulate goals concerning betterment of the community's housing stock.
45-46	Formulate Action Goals and Establish Priorities	The goal formulation committee will review the recommended subcommittee goals in order to eliminate overlapping or conflicting goals with the ultimate aim of preparing a list of goals to

OPERATION NUMBER	WORK OPERATION	DESCRIPTION AND COMMENTS
		be accomplished in a three-year period. The committee will also prioritize the list of adopted goals.
46-47	Present Goals and Priorities to Public Officials	The Goal Formulation Committee will present the list of proposed goals and their priorities to elected and appointed officials.
47-48	Present Goals and Priorities to Community in Public Meeting(s)	After sufficient notification the Goals Formulation Committee will present the goal statement to the community in one or more public meeting(s).
49-45	FEEDBACK	If at this point the community is in disagreement with a portion or all of the goal statement, the goal formulation subcommittees will reassemble for the purpose of restating the goals or re-establishing priorities. Activities 46 through 49 would be repeated until there is community acceptance.
45-48	Publish Goal Statement	Print copies of the goal statement for public dissemination.

The Planning Phase

The Planning Phase of the process involves a further translation of ideas for community change into concrete proposals for that change. These proposals take the form of a description of the change, a schedule of

activities necessary to achieve the change, and proposals for the allocation of manpower and/or monetary resources. The work activities in this phase are explained in Table 5.

TABLE 5

WORK ACTIVITIES
IN THE PLANNING PHASE

OPERATION NUMBER	WORK OPERATION	DESCRIPTION AND COMMENTS
49-50	Establish Action Plan Committee	The steering committee will appoint a committee for the purpose of formulating project plans.
49-109	Action Plan Training Seminar	A program will be conducted which will provide training in the mechanics of plan preparation.
50-51 and 51-56	Organize Appropriate Project Plan Subcommittee(s)/ Prepare Project Plan Elements NOTE: There will be a planning subcommittee formed for each goal statement chaired by a member of the Planning Committee	The Action Plan Committee will organize a subcommittee for each activity in the Goal Statement. Each subcommittee will formulate a project plan which will address time-frame, manpower, project cost, and sources of funding.
60-61	Prepare Draft Community Action Plan	The Action Plan elements will be consolidated into a communitywide draft Action Plan.
61-62	Present Action Plan to Public Officials	The planning committee will present the Action Plan to appropriate elected and appointed officials.

OPERATION NUMBER	WORK OPERATION	DESCRIPTION AND COMMENTS
62-64	Present Action Plan to Community in Public Meeting(s)	The planning committee will present the plan in one or more public meetings.
64-55	FEEDBACK	If, after the public meetings have been concluded, the community is in disagreement with one or more elements of the Action Plan, new plan elements would be prepared and operations 60-64 repeated until public consensus is reached.
60-63	Publish Action Plan	Print copies of the plan for public dissemination.

The Action Phase

This phase is the final step in the progression of events from problem recognition-to-idea for solution-to-change. As shown in the Model, it is assumed that the primary burden of implementing plan proposals will rest upon the citizens of the community. It is also possible, however, that non-local funding programs, such as the Federal Community Development Act of 1974 might be utilized. If non-local programs are utilized it is essential that the process not become dependent upon the whims of federal or state funding but remain essentially a local endeavor, capable of utilizing a variety of resources.

As envisioned, the Action Phase of the process will consist of three one-year increments. At the end of three years, as is shown in Illustration 1, the community will repeat the entire process. The primary rationale for doing so is that communities are dynamic and demand a periodic research effort if problems are to be solved as they arise.

The work activities in the Action Phase are explained in Table 6.

TABLE 6

WORK ACTIVITIES
IN THE ACTION PHASE

OPERATION NUMBER	WORK OPERATION	DESCRIPTION AND COMMENTS
64-65 and 65-70	Organize First Year Implementation Subcommittee(s)/ Implement First Year Plan Proposal(s)	The Steering Committee will appoint appropriate subcommittees for the implementation of project plan proposals.
	NOTE: There will be an implementation subcommittee formed for each project proposal.	
64-11	Implementation Training Seminar	A training program will be conducted which would provide training in the mechanics of plan implementation.
64-74	Establish Action Review Committee	An action review committee will be formed for the purposes of monitoring and evaluating the progress made during the action year.
74-75	Monitor First Year's Actions	The Action Review Committee will evaluate the action taken during the first year to determine (1) whether the action is complete; (2) whether the project is incomplete and needs to be considered for second year action; or (3) committee responsible for the action needs to be altered.

OPERATION NUMBER	WORK OPERATION	DESCRIPTION AND COMMENTS
74-76	Prepare Draft Action Review	The Action Review Committee will prepare a draft document of its findings and recommendations for subsequent action.
76-77	Present Action Review to Community	Findings and recommendations will be presented to the community in public meeting(s).
77-78	Publish First Year Action Review	Print and disseminate Action Review.
	NOTE: Action Review reports can serve as a basic input into a continuing research effort that should be undertaken by a Community Development Division.	
78-92	Second Action Year	
92-106	Third Action Year	

CHAPTER VI

COMMUNITY DEVELOPMENT SECTION OF KANSAS DEPARTMENT OF ECONOMIC DEVELOPMENT

INTRODUCTION

Kansas Statute (K.S.A. 74-5002) states the following functional goals for the Kansas Department of Economic Development:

> Declaration of necessity and public polity. The legislature declares it necessary and to be the public policy of this state to promote, stimulate and encourage development of the general economic welfare and prosperity of the state through the promotion and development of industry, commerce, agriculture, labor and natural resources in this state. Such promotion and development requires that cognizance be taken of the continuing migration of people to the urban areas in search of job opportunities, and the fact that Kansas is making a needed transition to a diversified economy which creates new challenges for its people. Greater diversification and attraction of additional industry, accelerated development of natural resources, expansion of existing industry, creation of new uses for agricultural products, greater emphasis on scientific research, development of new markets for the products of the state and the attainment of a proper balance in the over-all economic base are ali necessary in order to create additional employment opportunities, increase personal income and promote the general welfare of the people of this state. To attain these goals, and to coordinate the activities of groups, public and private, which are engaged in these efforts, the organization, consolidation, coordination and arrangements herein provided have been established.

This statute implies that while the primary goal of the department is to promote industrial and commercial development, these activities are intended to promote the general welfare of the people of this state. That the Kansas Department of Economic Development should be engaged in the comprehensive development of communities is also expressed in Executive Reorganization Order Number 7, dated February 11, 1975, which calls for the creation of a Community Development Division within the Department.

In addition to legislative demands, rationale for the inclusion of a community development program within the Kansas Department of Economic

Development may be summarized in the following three statements:

(1) Competition for industry is intense in Kansas and throughout the Midwest. It is generally agreed that the relative quality of life between competing communities is often a determining factor in industrial location. It is the opinion of the Team that the most readily available vehicle for overall enhancement of smaller communities is, at this time, a rational, largely self-help, community development process.

(2) A community is a complex network of interacting elements. Because of this complexity, it is necessary to consider the needs and impact of change in individual sectors on the community as a whole. For example, industrial or commercial expansion or decline is directly affected by such diverse community components as housing, transportation networks, schools, utilities, recreational facilities, and social delivery systems.

(3) The technical assistance necessary for a meaningful development program simply is not available to most small communities. The principal reasons for this deficiency are:

a. Most small communities do not have a permanent technical staff;

b. Most small communities cannot afford to obtain necessary consultant services; and,

c. At the present time non-local financial assistance for such an undertaking is difficult, if not impossible, to obtain.

Accordingly, the Team has provided assistance to the Kansas Department of Economic Development in the organization of the Community Development Section.

PROPOSED WORK ACTIVITIES

The overriding consideration in the formation of a Community Development Section work program must be acceptance of the premise that community development is a local self-help process that maximizes interaction between citizens. Thus, the principal role of Section personnel will be to help communities develop the capability to solve their own problems

rather than simply to provide preconceived solutions. The following discussion proposes both short and long-term activities in which the Section might become engaged.

Long-Term Activities

The ultimate aim of the Section should be to provide the outside assistance necessary for Kansas communities requesting assistance to enter into and maintain a community development process. It is envisioned that this aid should involve the following:

Management

Aid in the creation, adoption, and maintenance process unique to each community.

Education and Training

Provide training to townspeople engaged in the process. These programs would consist of:

1. Management and leadership training for public officials and members of the steering committee;
2. Goal formulation training for members of goal formulation subcommittees;
3. Training in plan preparation for planning subcommittees;
4. Training or technical education for those engaged in project implementation.

Public Information

Provide training and technical assistance to those responsible for public information and education.

Research

Potentially the greatest benefit to a community will be provided in the research phase of the process. Community Development Section personnel will be able to supply the detachment and technical expertise necessary to provide a community a comprehensive and objective enumeration of its assets and liabilities.

In addition, the Section should maintain a statewide data bank containing conditions, progress, and successes or failures of towns engaged in the program. The Section could thus become a clearinghouse for community development endeavors.

Planning

Provide technical assistance where needed in the preparation of action plan elements. An example might be the provision of design or engineering services in a downtown restoration plan.

Community Organization

Provide assistance in the formation and activities of functional citizen participation organizations.

Coordination

There are a number of agencies that are engaged in the provision of services to communities. It is proposed that the Section act to coordinate these activities on a statewide basis.

Short-Term Activities

The ultimate success of a community development assistance program rests upon two factors that are as yet unavailable to the Department of Economic Development. These factors are experience in the provision of aid to communities engaged in the community development process and the manpower necessary to provide assistance on a statewide scale. Because of these deficiencies it is proposed that the Kansas Department of Economic Development, with the limited manpower now available, undertake a research project. The purpose of this research is twofold: first, the proposed community development procedural model should be tested in a variety of conditions. The proposed model must be considered tentative and dynamic. If there are fundamental deficiencies in the process it would be best to discover and rectify them in a community undertaking a feasibility project. Secondly, this time and experience could be utilized to develop technical manuals that will serve in the future as procedural guides for Community Development Section staff and townspeople involved in the process.

PROPOSED COMMUNITY DEVELOPMENT SECTION STAFFING

This section of the chapter presents a proposal for the staffing and operation of the Community Development Section. The proposal is based on the following assumptions:

(1) Community Development is a continuing dynamic process in which needs for assistance may arise within a community suddenly and without notice.

(2) In order to maintain the high level of enthusiasm necessary to continue the process within a community, assistance, when requested, should be provided with a minimum of delay.

(3) Community Development specialists must be able to respond to a wide range of requests for aid, from the mundane to the highly technical.

(4) A continuing research effort should be undertaken, with information and data readily available to field staff.

(5) Specialized technical assistance, such as engineering or legal, must be readily available to field staff.

In order to best meet the above demands, it is recommended that the Community Development Section be composed of a number of three-member field teams supported by common Kansas Department of Economic Development staff specialists. It is proposed that the department initially retain one or two such teams and build up the staff as demand for assistance increases.

It is recommended that the teams be composed of the following members.

Team Director

In addition to the duties of a community development specialist, the Team Director will be responsible for work scheduling and liaison with the communities in the team's jurisdiction as well as with the Kansas Department of Economic Development.

Two Community Development Specialists

Community development specialists will be responsible

for the direct provision of assistance to communities in the following areas.

1. Community Organization
2. Management
3. Education and Training
4. Public Information
5. Research
6. Project Planning
7. Project Implementation

The proposed relationship of the field team within the Kansas Department of Economic Development is shown in the following illustration. (The relationship of the Community Development Section to the Kansas Department of Economic Development is shown in Appendix B.

The Topeka-based Community Development Section staff positions include the following.

Director of Planning and Community Development Division

The responsibilities of this position include:

1. Policy Formulation and Review
2. Research Design
3. Budgeting
4. The provision (on-call) for specialized skills to field teams, to include:

    a. Legal assistance
    b. Engineering
    c. Municipal Administration
    d. Architectural and Landscape Architectural Design
    e. Economics and Marketing
    f. Special Graphics and Printing
    g. Data Storage and Retrieval

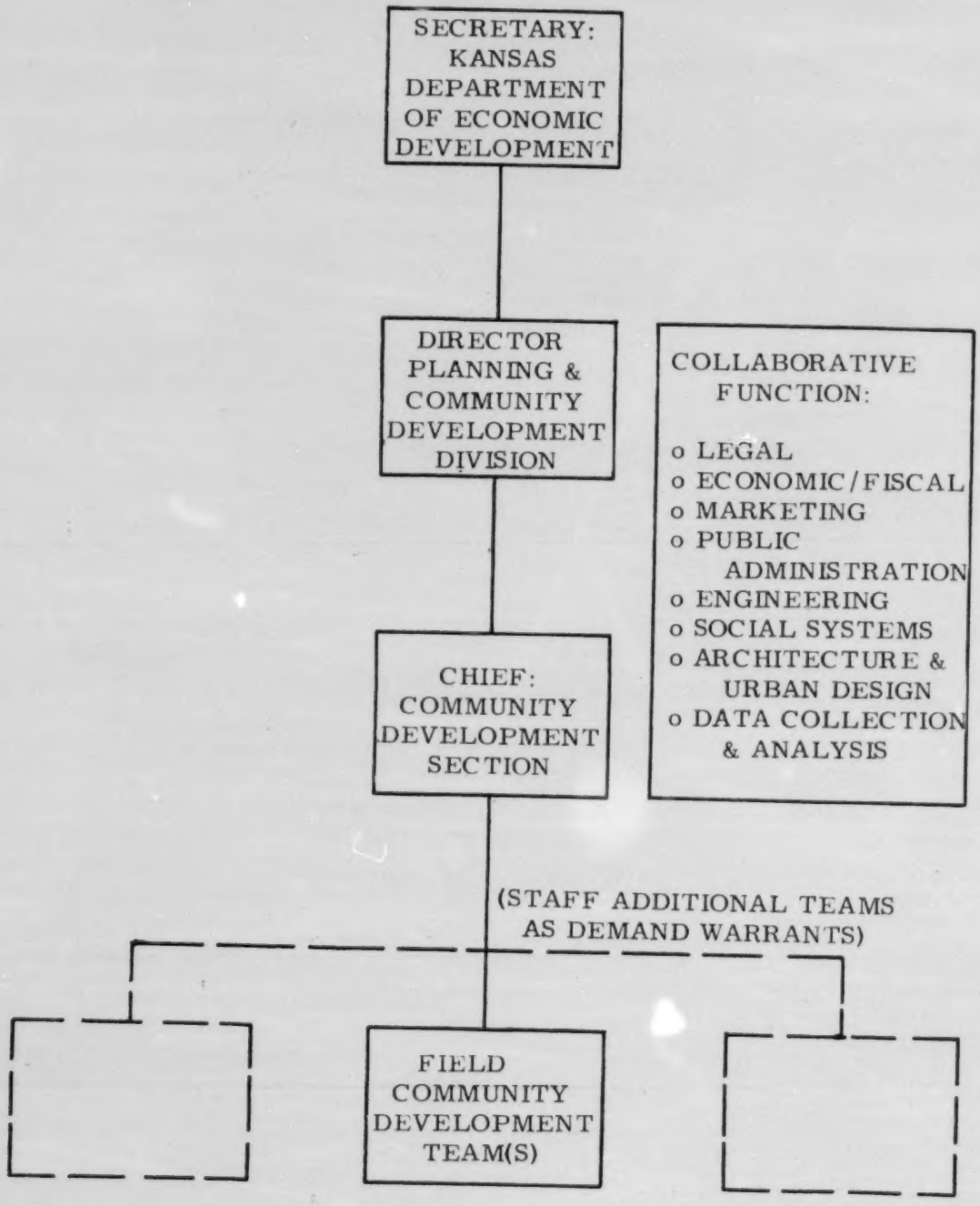
Chief of Community Development Section

The responsibilities of this position include:

1. The training of field personnel
2. The monitoring of field team activities
3. Providing the principal communication link between field staff and policymakers in Topeka

ILLUSTRATION 2

PROPOSED COMMUNITY DEVELOPMENT
ORGANIZATIONAL STRUCTURE



CHAPTER VII

PROJECT EVALUATION

INTRODUCTION

The purpose of this chapter is to evaluate the costs and benefits accrued during the Community Development Assistance Pilot Project. It is difficult to evaluate directly the relationship of project costs to benefits because of the nature of the assistance provided. While the results of some projects are immediately apparent, others will only be realized over time.

The criteria utilized to evaluate the costs and benefits of the Community Development Assistance Pilot Project relate to the following:

(1) Assistance to individual Kansas communities;

(2) Assistance to the Kansas Department of Economic Development and other state agencies concerned with community development; and

(3) Contributions to fundamental community development research.

By its nature, the pilot project has not been evaluated on the efficiency of the Team's activities; rather, the benefits derived have been evaluated in terms of their impact or contribution to each of the above sectors of society.

PROJECT COSTS

While there is no absolute method for relating individual project costs directly to their benefit, the manpower requirements for given projects do provide a standard by which to evaluate relative project costs. Project costs in man-days are presented for each category of work activity in the following table.

TABLE 7

PROJECT COSTS

WORK ACTIVITY	MAN-DAYS	PERCENTAGE OF TOTAL PROJECT
Community Projects	444.5	47.7%
Community Related Projects	228.5	24.5%
Research	45.5	4.9%
Conferences	64.5	6.9%
Administration	149.0	16.0%
TOTAL	932.0	100.0%

BENEFITS

The benefits derived from the Community Development Assistance Pilot Project have been assessed as follows:

(1) Benefits derived by the communities which received direct technical assistance from the Community Development Team;

(2) Benefits derived by the Kansas Department of Economic Development and the State of Kansas from the conduction of the project; and

(3) Benefits accrued to fundamental community development research which are translatable to the community development needs of other states.

Community Derived Benefits

Projects discussed in this section include those in which the Team provided technical assistance to communities. There were two types of benefits derived by communities: those with tangible results and those with intangible results which were not readily quantifiable.

Tangible Community Projects

Approximately 45 percent of the Team's time involved community projects which produced tangible results. The Team accomplished 15 such

projects in which a tangible benefit can be identified. These activities are shown in the following table.

TABLE 8

COMMUNITY PROJECTS WHICH PRODUCED TANGIBLE RESULTS

PROJECT	WORK ACTIVITY	MAN-DAYS
Arkansas City	The Team critiqued several proposed alignments for Highway 77 through Arkansas City	11.5
Cottonwood Falls	The Team prepared an inventory of the community's assets and liabilities	67.0
Eureka	The Team prepared an inventory of the community's assets and liabilities	3.5
Eureka	The Team acted as liaison between a landscape architecture student and the community to prepare a redevelopment design for a quarter-horse racetrack	3.5
Eureka	The Team prepared a flood insurance application for the community	1.0
Hillsboro	The Team made recommendations for the alignment of an access road between the city and an industrial park	1.0
Holton	The Team presented suggestions to the community as to the development of the municipal water system in conjunction with proposed industrial expansion	2.0
Hoxie	The Team prepared a feasibility study for a motion picture theater and recreation center	19.0
Iola	The Team prepared a work program and initiated a downtown restoration project	188.0

PROJECT	WORK ACTIVITY	MAN-DAYS
Merriam	The Team made recommendations to the community regarding budgeting and funding	4.5
Minneapolis	The Team suggested potential entry routes into the community	3.0
Newton	The Team developed a procedural model to meet the needs of the Newton community	14.0
Oberlin	The Team prepared a feasibility study for a motion picture theater and recreation center	41.0
Oberlin	The Team solicited the services of an architect and engineer to prepare a prototype grandstand design	6.0
Scott City	The Team prepared a report describing a methodology for adjusting city employee salaries	11.5

TOTAL: 15 Projects requiring 407.5 man-days

NOTE: Each project was described in detail in Appendix D.

Intangible Community Projects

There were 18 community projects in which the Team did not solve an immediate community problem. Rather, the Team presented a method with which the community could solve its own problems through the use of a procedural model. Therefore, the benefits derived from such assistance are intangible and their effects will only be seen over time. Projects of this nature are summarized in Table 9.

TABLE 9

COMMUNITY PROJECTS WHICH PRODUCED INTANGIBLE RESULTS

PROJECT	WORK ACTIVITY	MAN-DAYS
Abilene	The Team presented a procedural community development model	1.5
Anthony	The Team's function was described to the community	1.0
Ashland	The Team presented the procedural community development model	2.0
Augusta	The Housing and Community Development Act application was reviewed	2.5
Cherryvale	The Team discussed the feasibility of development of a second industrial park	1.0
Frankfort	Alternatives were suggested for provision of a new municipal water system	3.5
Great Bend	The Team discussed requirements for the development of an industrial park	2.5
Hays	The procedural community development model was presented	1.0
Hill City	The Team presented the procedural community development model to the community	2.0
Hoisington	The Team presented the procedural community development model	4.0
Marysville	The Team presented the procedural community development model	1.5
Park City	The Team discussed the ramifications of the incorporation of Park City	2.0

PROJECT	WORK ACTIVITY	MAN-DAYS
Parsons	The Team discussed the expenditure of the community's hold-harmless funds under the Housing and Community Development Act of 1974	2.0
Satanta and Sublette	The Team attempted to set up a framework under which the two communities could consolidate governmental functions	3.0
St. Marys	Information was presented regarding the Team's function	1.0
South Haven	The Team provided guidance in the development of subdivision regulations	2.0
Stockton	The Team discussed problems with the zoning and mobile home regulations	2.0
Towanda	The function of the Team was described	2.0
	TOTAL: 18 Projects requiring 37 man-days	

NOTE: Each project was described in detail in Appendix D.

A comparison of Tables 8 and 9 indicates that while approximately the same number of projects were completed, substantially more time was devoted to projects resulting in tangible benefits. Both types of assistance are believed necessary, and any attempt to eliminate one in favor of the other would be self-defeating in a comprehensive community development program.

State Derived Benefits

Benefits accrued to the State of Kansas through the conduct of the research project are as follows.

Benefits Accrued to the Kansas Department of Economic Development

The most readily apparent benefit derived by the Kansas Department of Economic Development is the provision of supplemental staff. The Team met with the Department staff on at least a monthly basis to discuss the project as well as other areas of mutual concern. In addition, the staff was consulted by the Team on several matters not directly involved with the Team's scheduled activities. The Team prepared several reports for the Department, the most significant of which proposed a procedural model and corresponding staffing and work activities for the permanent Community Development Section.

The Team assisted the Department in the P.R.I.D.E. program (of which the Kansas Department of Economic Development is a cosponsor) acting as judges and developing a judging procedure for future P.R.I.D.E. activities. In addition, the Team participated in a statewide P.R.I.D.E. workshop to discuss the community development procedural model.

The Team also presented information to the Kansas Economic Development Commission on several occasions.

Benefits Accrued to Other Agencies

A principal benefit derived from the Community Development Assistance Pilot Project was the exchange or cross-fertilization of ideas between the Team, the Kansas Department of Economic Development and other state and sub-state agencies concerned with the provision of community development assistance.

At the sub-state level, the Team initiated contact with the directors of the regional planning commissions through a discussion of the Community Development Assistance Project at a meeting of the Kansas Association of Regional Planning Commissions. In addition, the Team contacted each of the directors on an individual basis. The Team presented the findings of their research at the conclusion of the project to the directors of the Kansas Association of Regional Planning Commissions. The benefits derived from these meetings are two-fold: the commissions were provided additional technical assistance for communities within their regions and the Team received technical assistance from professionals familiar with

local problems and conditions. In addition, the directors have been provided a procedural model for community development.

The Team was requested by the Kansas Department of Economic Development to coordinate with the Kansas State University Cooperative Extension Service (a cosponsor of the P.R.I.D.E. program). The Team met with Extension community development specialists in several meetings to discuss community development and conduct training seminars.

In two community projects (Eureka Flood Insurance Application and the Arkansas City project) the Team was directly involved with the Kansas Board of Agriculture and the State Highway Commission. In each case the respective agency benefited from the technical assistance. However, the overriding consideration was the establishment of lines of communications with the two agencies. The effects of such communication demonstrate the need and set the stage for cooperation between state agencies interested in community development.

Finally, the Team contacted the Division of State Planning and Research, Department of Administration, concerning its activities in community development within the state and attended a meeting regarding the Kansas 2000 study or Growth Policy Study (Economic Development Administration Technical Assistance Project 05-06-01414) to determine its relationship to future community development activities within the state.

Benefits Accrued to Fundamental Community Development Research

Perhaps the most difficult to discuss, yet most important benefit derived from the Team's activities is the development of a procedural model for community development. While there has been considerable activity in the area of community development, especially with the signing of the Housing and Community Development Act of 1974, there appears to have been little done to identify a process by which community development can be implemented. The Team determined that the most significant means for translating their efforts to a format for use by other states was the formulation of a community development procedural model. The Kansas Department of Economic Development has contacted the following agencies in an effort to explain this concept.

1. The findings of the Team were presented to the Ozarks Regional Commission which includes representatives of the following states--Kansas, Oklahoma, Arkansas, Missouri and Louisiana.

2. Several state agencies concerned with community development including Utah, Montana, North Dakota, South Dakota, Wyoming and Colorado were contacted by the Kansas Department of Economic Development to discuss the community development procedural model with regard to the development of a statewide economic growth policy.

3. The community development procedural model (accompanied by a detailed report) was presented to the Rocky Mountain Region Economic Development Administration staff.

CHAPTER VIII

ENVIRONMENTAL CONSIDERATIONS

INTRODUCTION

The Team utilized a comprehensive community development approach which was responsive to both the needs of people and the environment. As is shown in Appendix D the majority of the projects involved no action which resulted in a direct impact on the environment, either beneficial or detrimental. Through the preparation of the Community Development Procedural Model, however, the communities were presented a tool which goes beyond traditional environmental programs which are aimed at eliminating existing problems such as the depletion of a natural resource. The process provides a prophylactic program which focuses more sharply on a broadly-based analysis of the complex interrelationship of man and his environment.

DIRECT ENVIRONMENTAL CONSIDERATIONS

The most direct environmental consideration in the process is made during the Research Phase in the Environmental Element. An analysis of the total environment is undertaken including housing, transportation, and land use as well as of such social concerns as employment, educational opportunity, programs for the elderly and health care. In addition, an understanding of how residents of the community perceive their environment is assessed in a survey of community attitudes. The resultant product of the Research Phase is a document, entitled the "Community Inventory," which provides a summary of the findings of the research effort. The "Inventory," while primarily a document which allows the community to objectively assess existing assets and problems and place them in perspective to total community development, may also be utilized to subtly suggest alternatives which enlighten the community on potential environmental problems. As an example, in the Environmental Element of the Cottonwood Falls Community Inventory the Team suggests that "The quality of air and water in a rural community is most often threatened by agri-manufacturing or commercial livestock enterprises. This fact places the community in somewhat of a paradoxical situation since these activities are usually its economic lifes blood. It is important, therefore, that programs be devised which provide for economic development which is compatible with the natural environment."

INDIRECT ENVIRONMENTAL CONSIDERATIONS

A significant consideration in the development of the Community Development Procedural Model was that the rural Kansas community provides an alternative to urban living. A definition of what constitutes an acceptable quality of life, in terms of both the natural as well as human environment, in a rural community is needed. If we cannot define what we are trying to improve it will be impossible to assess whether a program has resulted in a benefit to the community. At this time the Procedural Model is a prototype based on research only. It needs to be tested so as to determine the components which are requisite to maintaining the unique quality of life in a rural community, and, if possible, state which ones are essential and which ones are merely desirable.

SPECIFIC ENVIRONMENTAL RECOMMENDATIONS

The following table presents the communities in which the Team worked and the environment related recommendation:

TABLE 10

SPECIFIC ENVIRONMENTAL RECOMMENDATIONS

COMMUNITY	RECOMMENDATION
Abilene	The Team presented the Community Development Procedural Model to the community as a potential guideline for the solution of a broad range of problems.
Anthony	No environmental consideration required.
Arkansas City	The Team reviewed several route alignments for a highway through the community and suggested a route based on the alternative which was consistent with the future land use plan and which would bisect no existing neighborhood.
Ashland	The Team presented the Community Development Procedural Model to the community as a potential guideline for the solution of a broad range of problems.

COMMUNITY	RECOMMENDATION
Augusta	No environmental consideration required.
Cherryvale	No environmental consideration required.
Cottonwood Falls	The Team presented the Community Development Procedural Model to the community as a potential guideline for the solution of a broad range of problems. The Team prepared a community inventory identifying the community's environmental assets and liabilities.
Eureka	The Team presented the Community Development Procedural Model to the community as a potential guideline for the solution of a broad range of problems. The Team prepared a community inventory identifying the community's environmental assets and liabilities.
Eureka	The Team prepared a HUD Flood Insurance Application.
Frankfort	No environmental consideration required.
Great Bend	No environmental consideration required.
Hays	The Team presented the Community Development Procedural Model to the community as a potential guideline for the solution of a broad range of problems.
Hill City	The Team presented the Community Development Procedural Model to the community as a potential guideline for the solution of a broad range of problems.
Hillsboro	No environmental consideration required.
Hoisington	The Team presented the Community Development Procedural Model to the community as a potential guideline for the solution of a broad range of problems.
Holton	No environmental consideration required.

COMMUNITY	RECOMMENDATION
Hoxie	No environmental consideration required.
Iola	The Team presented the Community Development Procedural Model to the community as a potential guideline for the solution of a broad range of problems.
Marysville	The Team presented the Community Development Procedural Model to the community as a potential guideline for the solution of a broad range of problems.
Merriam	No environmental consideration required.
Minneapolis	No environmental consideration required.
Newton	The Team modified the Procedural Model to meet the needs of the Community Development Department.
Oberlin	No environmental consideration required.
Park City	No environmental consideration required.
Parsons	No environmental consideration required.
Satanta and Sublette	No environmental consideration required.
Scott City	No environmental consideration required.
South Haven	No environmental consideration required.
St. Mary	No environmental consideration required.
Stockton	No environmental consideration required.
Towanda	No environmental consideration required.

APPENDIX A

KANSAS LAW CREATING THE

DEPARTMENT OF ECONOMIC DEVELOPMENT

"ARTICLE 50"

plus

EXECUTIVE ORDER NO. 7

Article 50.—DEPARTMENT OF ECONOMIC DEVELOPMENT

Revisor's Note:

For 1975 approved Executive Reorganization Order No. 7, see Laws 1975, ch. 388.

74-5001. [K. S. A. 74-5001; Repealed, L. 1975, ch. 389, § 4; July 1.]

74-5002. Declaration of necessity and public policy. The legislature declares it necessary and to be the public policy of this state to promote, stimulate and encourage development of the general economic welfare and prosperity of the state through the promotion and development of industry, commerce, agriculture, labor and natural resources in this state. Such promotion and development requires that cognizance be taken of the continuing migration of people to the urban areas in search of job opportunities, and the fact that Kansas is making a needed transition to a diversified economy which creates new challenges for its people. Greater diversification and attraction of additional industry, accelerated development of natural resources, expansion of existing industry, creation of new uses for agricultural products, greater emphasis on scientific research, development of new markets for the products of the state and the attainment of a proper balance in the over-all economic base are all necessary in order to create additional employment opportunities, increase personal income and promote the general welfare of the people of this state. To attain these goals, and to coordinate the activities of groups, public and private, which are engaged in these efforts, the organization, consolidation, coordination and arrangements herein provided have been established. [L. 1963, ch. 407, § 2, April 19.]

Research and Practice Aids:

Social Security and Public Welfare⇐1.
C. J. S. Social Security and Public Welfare §§ 1, 2.

74-5002a. Department of economic development; created; secretary of economic development, appointment, compensation and responsibilities; office of department, location. For the purpose of coordinating and consolidating the functions within the executive branch of government heretofore performed by the state department of economic development created under the provisions of K. S. A. 74-5003 [*], the Kansas economic development commission created by K. S. A. 1974 Supp. 74-5006 [*] and the director of the department of economic development created by K. S. A. 74-5004 [*], there is hereby created a department of economic development, the head of which shall be the secretary of economic development. The governor, with the consent of the senate, shall appoint the secretary of economic development, and the secretary shall serve at the pleasure of the governor. The department of economic development created by this order shall be administered under the direction and supervision of the secretary of economic development. The secretary of economic development shall receive an annual salary to be fixed by the governor with the approval of the state finance council. The offices of the department of economic development shall be located in Topeka. [L. 1975, ch. 388, § 1; L. 1975, ch. 389, § 1; July 1.]

* Section now repealed.

74-5002b. Same; powers, duties and functions of prior department, economic development commission and director transferred to new department and secretary. All the powers, duties and functions of the state department of economic development created by K. S. A. 74-5003 [*], the Kansas economic development commission created by K. S. A. 1974 Supp. 74-5006 [*] and the director of the department of economic development created by K. S. A. 74-5004 [*] are hereby transferred to and conferred and imposed, respectively, upon the department of economic development and the secretary of economic development created by this order, except as is hereinafter otherwise provided. [L. 1975, ch. 388, § 2, July 1.]

* Section now repealed.

74-5002c. Same; department and secretary to be successors and continuation of prior department, commission and director. The department of economic development and the secretary of economic development created by this order shall be the successors in every way, respectively, to the powers, duties and functions of the state department of economic development, the Kansas economic development commission and director of the department of economic development abolished by this order and in which the same were vested prior to the effective date of this order, except as hereinafter otherwise provided. Every act performed in the exercise of such powers, duties and functions by or under the authority of the department of economic development or secretary of economic development created by this order, respectively, shall be deemed to have the same force and effect as if performed by the state department of economic development, the Kansas economic development commission and director of the department of economic development abolished by this order and in which such functions were vested prior to the effective date of this order. The department of economic

development and secretary of economic development created by this order shall be continuations of the state department of economic development created by K. S. A. 74-5003 [*], the Kansas economic development commission created by K. S. A. 1974 Supp. 74-5006 [*] and the director of the department of economic development created by K. S. A. 74-5004 [*]. [L. 1975, ch. 388, § 3; July 1.]

* Section now repealed.

74-5002d. Same; rules and regulations, orders and directives of prior commission and director to remain in effect until superseded. All rules and regulations and all orders and directives of the Kansas economic development commission and the director of the department of economic development abolished by this order which are in existence on the effective date of this order, shall continue to be effective and shall be deemed to be the duly adopted rules and regulations or orders and directives of the secretary of economic development created by this order, until revised, amended, revoked or nullified according to law. [L. 1975, ch. 388, § 4; July 1.]

74-5002e. Same; references to prior department, commission and director construed to apply to new department and secretary. (*a*) Whenever the state department of economic development, or words of like effect, is referred to or designated by a statute, contract or other document, such reference or designation shall be deemed to apply to the department of economic development created by this order.

(*b*) Whenever the Kansas economic development commission or the director of the department of economic development, or words of like effect, are referred to or designated by a statute, contract or other document, such reference or designation shall be deemed to apply to the secretary of economic development created by this order. [L. 1975, ch. 388, § 5, July 1.]

74-5003, 74-5004. [K. S. A. 74-5003, 74-5004, Repealed, L. 1975, ch. 389, § 4; July 1.]

74-5005. Powers and duties of department. The department shall be the official agency of the state for the economic development of the state through the promotion of business, commerce and industry within the state. In general, but not by way of limitation, the department shall have and exercise and perform the following powers and duties.

(*a*) To assume central responsibility and coordinate within the department all facets of a comprehensive economic development program.

(*b*) To create and carry out a coordinated plan with all other state departments and agencies which do research work, develop materials and programs, gather statistics, or which perform functions related to economic development. Such state departments and agencies shall advise and cooperate with the department in the planning and accomplishment of the objectives of this act.

(*c*) To advise and cooperate with all federal departments, research institutions, educational institutions and agencies, quasi-public professional societies, private business and agricultural organizations and associations, and any other party, public or private, and to call upon such parties for consultation, and assistance in their respective fields of interest, to the end that all up to date available technical advice, information and assistance be gathered for the use of the department, the governor, the legislature, and the people of this state.

(*d*) To enter into agreements necessary to carry out the objectives of this act.

(*e*) To conduct an effective business information service, keeping up to date information on such things as manufacturing industries, labor supply and economic trends in employment, income, savings and purchasing power within the state, utilizing the services and information available in the office of economic analysis.

(*f*) To support a coordinated program of scientific and industrial research with the objective of developing additional uses of the state's natural resources, agriculture, agricultural products, new and better industrial products and processes, and the best possible utilization of the raw materials in the state, and to coordinate this responsibility with the universities and colleges in the state, with all state and federal agencies, and all public and private institutions within or without the state, all in an effort to assist and encourage new industries or expansion of existing industries through basic research, applied research and new development.

(*g*) To maintain and keep current all available information regarding the industrial opportunities and possibilities of the state; including raw materials and by-products; power and water resources; transportation facilities; available markets and the marketing limitations of the state; labor supply, banking and financing facilities; availability of industrial sites; and the advantages the state and its particular sections have as industrial locations. Such information shall be used for the encouragement of new industries in the state and the expansion of existing industries within the state.

(*h*) To publicize information and the economic advantages of the state which make it a desirable place for commercial and industrial operations and as a good place in which to live.

(*i*) To acquaint the people of this state with the industries within the state and encourage closer cooperation between the farming, commercial and industrial enterprises and the people of the state.

(*j*) To encourage and promote the traveling public to visit this state by publicizing information as to the recreational, historic and natural advantages of the state and its facilities for transcient travel; and the department may request other state agencies such as, but not limited to, the water resources board, the state park authority, the forestry, fish and game commission and the department of transportation for assistance and all such agencies shall coordinate information and their respective efforts with the department to most efficiently and economically carry out the purpose and intent of this subsection.

(*k*) To serve as the central agency and clearing house to collect and disseminate ideas and information bearing on local planning problems; and, in so doing, the department may, upon request of the board of county commissioners of any county or the governing body of any city in the state, make a study and report upon any planning problem of such county or city submitted to it.

(*l*) To participate in assistance programs of the federal government to political subdivisions.

(*m*) To assist counties and cities in industrial development through the establishment of industrial development corporations, including site surveys, small business administration problems, and render such other similar assistance as may be required; and in those instances where it is deemed appropriate, to contract with and make a service charge to the county or city involved for such services rendered.

(*n*) To render assistance to private enterprise on planning problems and site surveys upon request and shall make a reasonable service charge for such services rendered. Any moneys received for services rendered, as provided in this subsection, shall be deposited in the fund and expended therefrom, as provided in subsection (*o*) of this section.

(*o*) To make agreements with other states and with the United States government, or its agencies, and to accept funds from the federal government, or its agencies, or any other source for research studies, investigation, planning and other purposes. Any funds so received shall be deposited in the state treasury and shall be credited to a revolving fund which is hereby created and shall be known as the "economic development fund" or used in accordance with or direction of the contributing federal agencies. Expenditures from said fund may be made for any purpose in keeping with the responsibilities, functions and authority of the department. Warrants on said revolving fund shall be drawn in the same manner as required of other state agencies upon vouchers signed by the director.

(*p*) To prepare and publish an annual report of its activities and expenditures for the information of the governor and the public, and shall, from time to time, submit recommendations to the governor and to the Kansas economic development commission concerning legislation found to be necessary or desirable in effecting the purposes of this act.

(*q*) To analyze transportation and freight rates to determine if rates involving Kansas products, shippers or consignees are detrimental to the economic interests of the state, and promote efforts to correct inequities.

(*r*) To do other and further acts as shall be necessary and proper in fostering and promoting the industrial development and economic welfare of the state.

(*s*) To organize, or cause to be organized, such advisory board or boards representing interested groups, including industry, labor, agriculture, scientific research, the press, the professions, industrial associations, civic groups, etc. Such board or boards shall advise with the department as to its work and the department shall, as far as practicable, cooperate with such board or boards, and secure the active aid thereof in the accomplishment of the aims and objectives of the department. [K. S. A. 74-5005; L. 1974, ch. 350, § 12; L. L. 1975, ch. 427, § 242, Aug. 15.]

74-5006. [K. S. A. 74-5006; L. 1974, ch. 348, § 74; L. 1974, ch. 349, § 1; Repealed, L. 1975, ch. 389, § 4; July 1.]

74-5007. Kansas industrial development commission abolished; functions and properties transferred to department of economic development. On July 1, 1963, the Kansas industrial development commission shall be and it is hereby abolished, and all of its equipment, records, furniture and fixtures, files and supplies of every kind and character are hereby ordered to be transferred to the state department of economic development and the work and functions of the Kansas industrial development commission, together with such other duties and responsibilities as may have been assigned to it by the governor or by statute, shall be carried on by said department. It is the intent and purpose of this act that the transfer herein authorized and directed shall be made with a minimum of interruption of work heretofore carried on by said commission, and shall not operate to prevent completion of any uncompleted legal contracts previously entered into by said commission.

The governor shall appoint the initial commission herein on or before June 15, 1963, and said commission shall hold its first meeting on July 1, 1963. [L. 1963, ch. 407, § 7; April 19.]

Research and Practice Aids:

Social Security and Public Welfare⇨5.
C. J. S. Social Security and Public Welfare § 9.

Law Review and Bar Journal References:

Cited in note on rural-county land zoning in Kansas, Jonathan P. Small, 11 W. L. J. 451, 459 (1972).

74-5008. [K. S. A. 74-5008; Repealed, L. 1975, ch. 389, § 4; July 1.]

74-5008a. Same; division of development, creation and administration; director of development, appointment, authority and compensation. There is hereby established, within and as a part of the department of economic development, a division of development, the head of which shall be the director of development. Under the supervision of the secretary of economic development, the director of development shall administer the division of development. The secretary of economic development shall appoint the director of development, and such director shall serve at the pleasure of the secretary of economic development. The director of development shall be in the unclassified service under the Kansas civil service act and shall receive an annual salary fixed by the secretary of economic development and approved by the state finance council. [L. 1975, ch. 388, § 6; July 1.]

74-5008b. Same; division of research and publications, creation and administration; director of research and publications, appointment, authority and compensation. There is hereby established, within and as a part of the department of economic development, a division of research and publications, the head of which shall be the director of research and publications. Under the supervision of the secretary of economic development, the director of research and publications shall administer the division of research and publications. The secretary of economic development shall appoint the director of research and publications, and such director shall serve at the pleasure of the secretary of economic development. The director of research and publications shall be in the unclassified service under the Kansas civil service act and shall receive an annual salary fixed by the secretary of economic development and approved by the state finance council. [L. 1975, ch. 388, § 7; July 1.]

74-5008c. Same; division of planning and community development, creation and administration; director of planning and community development, appointment, authority and compensation. There is hereby established, within and as a part of the department of economic development, a division of planning and community development, the head of which shall be the director of planning and community development. Under the supervision of the secretary of economic development, the director of planning and community development shall administer the division of planning and community development. The secretary of economic development shall appoint the director of planning and community development, and such director shall serve at the pleasure of the secretary of economic development. The director of planning and community development shall be in the unclassified service under the Kansas civil service act and shall receive an annual salary fixed by the secretary of economic development and approved by the state finance council. [L. 1975, ch. 388, § 8; July 1.]

74-5009. Powers of planning division. The planning division is hereby authorized and empowered to:

(*a*) Contract with federal, state or other public agencies and with qualified private persons or agencies and exercise such other powers as may be necessary to accomplish the purposes of this act;

(*b*) receive funds from any county, city or official metropolitan or regional planning agency established under the provisions of sections 12-716 to 12-721, both sections inclusive, of the Kansas Statutes Annotated, and amendments thereto, receiving financial assistance for planning work provided for in this act; and

(*c*) advise, confer, cooperate with and assist local governments, planning commissions, agencies, officials, civic and other groups and citizens in matters relating to planning and to encourage the development of comprehensive community planning programs. [K. S. A. 74-5009; L. 1974, ch. 350, § 13; July 1.]

Law Review and Bar Journal References:

Cited in note on rural-county land zoning in Kansas, Jonathan P. Small, 11 W. L. J. 451, 459 (1972).

74-5010. [K. S. A. 74-5010; Repealed, L. 1975, ch. 389, § 4; July 1.]

74-5010a. Department of economic development; division of minority business enterprise, creation and administration; director of minority business enterprise, appointment, authority and compensation. There is hereby established, within and as a part of the department of economic development, a division of minority business enterprise, the head of which shall be the director of minority business enterprise. Under the supervision of the secretary of economic development, the director of minority business enterprise shall administer the division of minority business enterprise. The secretary of economic development shall appoint the director of minority business enterprise, and such director shall serve at the pleasure of the secretary of economic development. The director of minority business enterprise shall be in the unclassified service under the Kansas civil service act and shall receive an annual salary fixed by the secretary of economic development and approved by the state finance council. [L. 1975, ch. 388, § 9; July 1.]

74-5011. Same; duties; cooperation by political subdivisions. It shall be the duty of the division of minority business enterprise to encourage, foster and assist the development of minority business enterprises in the state, to aid in the educational program related to aiding such development, to recommend necessary legislation to advance the interests of the state in development of minority business enterprises, to represent the state in related matters before federal agencies, and to cooperate with and assist the federal government, the political subdivisions of this state, and other persons in such development. Political subdivisions of the state are hereby authorized to cooperate with the minority business enterprise division in the development of minority business enterprises in the state. [K. S. A. 74-5011; L. 1975, ch. 389, § 2; July 1.]

74-5012. Same; authorization to enter into certain agreements. The minority business enterprise division may enter into agreements to receive federal or other assistance and may receive and expend such funds, and may agree to any conditions, that it may deem to be reasonable and appropriate, which are not inconsistent with the purposes of this act. [K. S. A. 74-5012; L. 1975, ch. 389, § 3, July 1.]

74-5013. Department of economic development; division of housing, creation and administration; director of housing, appointment, authority and compensation. There is hereby established, within and as a part of the department of economic development, a division of housing, the head of which shall be the director of housing. Under the supervision of the secretary of economic development, the director of housing shall administer the division of housing. The secretary of economic development shall appoint the director of housing, and such director shall serve at the pleasure of the secretary of economic development. The director of housing shall be in the unclassified service under the Kansas civil service act and shall receive an annual salary fixed by the secretary of economic development and approved by the state finance council. [L. 1975, ch. 388, § 10; July 1.]

74-5014. Same; organization of department; delegation of powers; officers and employees, powers and duties; subordinate officers and employees, appointment, civil service. The secretary of economic development may organize the department of economic development in the manner he or she deems most efficient, so long as the same is not in conflict with the provisions of this order or the law. Division heads shall perform such duties and exercise such powers as are prescribed by the secretary of economic development or by law. Division heads shall act for, and exercise the powers of, the secretary of economic development to the extent authority to do so is delegated by such secretary to the division heads. Personnel of each division shall perform such duties and exercise such powers as the head of the division may prescribe and such duties and powers as are prescribed by law. Personnel of each division shall act for, and exercise the powers of, their division head to the extent authority to do so is delegated by the division head. Subject to the Kansas civil service act and with the approval of the secretary of economic development, the head of each division shall appoint all subordinate officers and employees of his or her division, section and other unit of the department of economic development, and all such subordinate officers and employees shall be within the classified service. [L. 1975, ch. 388, § 11; July 1.]

74-5015. Same; transfer of officers and employees; rights preserved. On July 1, 1975, all officers and employees who were engaged immediately prior to said date in the per-

formance of powers, duties, and functions of the state department of economic development abolished by this order and who in the opinion of the secretary of economic development are necessary to perform the powers, duties, and functions of the department of economic development created by this order, or of any division, section, or other unit thereof shall become officers and employees of the department of economic development created by this order, and shall retain all retirement benefits and all rights of civil service which such officer or employee had before July 1, 1975, and their services shall be deemed to have been continuous. All transfers and any abolishment of positions of personnel in the classified civil service shall be in accordance with civil service laws and rules and regulations. [L. 1975, ch. 388, § 12; July 1.]

74-5016. Same; transfer of property, records and unexpended balances of appropriations. The department of economic development created by this order shall succeed to all property and records which were used for, or pertain to, the performance of the powers, duties, and functions transferred to it from the state department of economic development abolished by this order. On July 1, 1975, all records of and unexpended balances of appropriations for the department of economic development abolished by this order shall be transferred to the department of economic development created by this order. Any conflict as to the proper disposition of such property or records or the unexpended balances of any appropriation arising under this section shall be determined by the governor, with the approval of the state finance council, and such decision shall be final. [L. 1975, ch. 388, § 13; July 1.]

74-5017. Same; governor to resolve conflicts. Whenever any conflict arises as to the disposition of any power, function or duty as a result of any abolishment, transfer, attachment or other change made by this order, or under authority of this order, such conflict shall be resolved by the governor, with the approval of the state finance council, and such decision shall be final. [L. 1975, ch. 388, § 14; July 1.]

74-5018. Same; rights saved in legal actions and proceedings. No suit, action, or other proceeding, judicial or administrative, lawfully commenced, or which could have been commenced, by or against the state department of economic development abolished by this order, or by or against any officer or employee of such department in his or her official capacity or in relation to the discharge of his or her official duties, shall abate by reason of the taking effect of reorganization under the provisions of this order. The court may allow any such suit, action, or other proceeding to be maintained by or against the department of economic development created by this order, or any officer affected. [L. 1975, ch. 388, § 15; July 1.]

74-5019. Same; advisory commission; creation; membership, appointment, qualifications and compensation; chairperson and vice-chairperson, appointment; meetings, quorum, rules; duties of advisory commission. There is hereby created an advisory commission to the department of economic development which shall be composed of nine (9) members to be appointed by and who shall serve at the pleasure of the governor. The governor shall appoint one member of the advisory commission as chairperson and one member as vice-chairperson. The members of the advisory commission shall be residents of this state and shall be appointed with a view of giving representation on the commission to the several geographical areas of the state and to a wide variety of basic economic and industrial activities within the state, so that said commission, as a whole, shall possess the broadest background and understanding of the economic and industrial problems and needs of the state. Members of the advisory commission shall be appointed without reference to their party affiliation except that not more than five (5) members shall be members of the same political party. Members of the advisory commission attending meetings of such commission, or attending a subcommittee meeting thereof authorized by such commission, shall be paid subsistence allowances, mileage and other expenses as provided in K.S.A. 1975 Supp. 75-3223, and any amendments thereto, but shall receive no compensation for services as such members. If any member of the advisory commission shall fail to attend three (3) successive regular meetings of the commission, then said member shall automatically forfeit his or her membership as such member and the governor shall appoint a new member to replace such member.

The commission shall meet monthly, and shall hold special meetings on the call of the chairperson. Five (5) members shall constitute a quorum. The commission may adopt such rules as it may deem necessary to govern its own procedure.

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The advisory commission shall at the request of the secretary of economic development consult with and advise the secretary on matters relating to the management, operation and functions of the department of economic development, and the development and operation of programs under the jurisdiction of the secretary and department. [L. 1975, ch. 388, § 16; July 1.]

74-5020. Same; prior department, commission and director abolished. The state department of economic development created by K. S. A. 74-5003 [*], the Kansas economic development commission created by K. S. A. 1974 Supp. 74-5006 [*], and the director of the department of economic development created by K. S. A. 74-5004 [*] are hereby abolished. [L. 1975, ch. 388, § 17; July 1.]

* Section now repealed.

STATE OF KANSAS

EXECUTIVE REORGANIZATION ORDER NO. 7

SECTION 1. For the purpose of coordinating and consolidating the functions within the executive branch of government heretofore performed by the state department of economic development created under the provisions of K.S.A. 74-5003, the Kansas economic development commission created by K.S.A. 1974 Supp. 74-5006 and the director of the department of economic development created by K.S.A. 74-5004, there is hereby created a department of economic development, the head of which shall be the secretary of economic development. The governor, with the consent of the senate, shall appoint the secretary of economic development, and the secretary shall serve at the pleasure of the governor. The department of economic development created by this order shall be administered under the direction and supervision of the secretary of economic development. The secretary of economic development shall receive an annual salary to be fixed by the governor with the approval of the state finance council.

SECTION 2. All the powers, duties and functions of the state department of economic development created by K.S.A. 74-5003, the Kansas economic development commission created by K.S.A. 1974 Supp. 74-5006 and the director of the department of economic development created by K.S.A. 74-5004 are hereby transferred to and conferred and imposed, respectively, upon the department of economic development and the secretary of economic development created by this order, except as is hereinafter otherwise provided.

SECTION 3. The department of economic development and the secretary of economic development created by this order shall be the successors in every way, respectively, to the powers, duties and functions of the state department of economic development, the Kansas economic development commission and director of the department of economic development abolished by this order and in which the same were vested prior to the effective date of this order, except as hereinafter otherwise provided. Every act performed in the exercise of such powers, duties and functions by or under the authority of the department of economic development or secretary of economic development created by this order, respectively, shall be deemed to have the same force and effect as if performed by the state department of economic development, the Kansas economic development commission and director of the department of economic development abolished by this order and in which such functions were vested prior to the effective date of this order. The department of economic development and secretary of economic development created by this order shall be continuations of the state department of economic development created by K.S.A. 74-5003, the Kansas economic development

commission created by K.S.A. 1974 Supp. 74-5006 and the director of the department of economic development created by K.S.A. 74-5004.

SECTION 4. All rules and regulations and all orders and directives of the Kansas economic development commission and the director of the department of economic development abolished by this order which are in existence on the effective date of this order, shall continue to be effective and shall be deemed to be the duly adopted rules and regulations or orders and directives of the secretary of economic development created by this order, until revised, amended, revoked or nullified according to law.

SECTION 5. (a) Whenever the state department of economic development, or words of like effect, is referred to or designated by a statute, contract or other document, such reference or designation shall be deemed to apply to the department of economic development created by this order.

(b) Whenever the Kansas economic development commission or the director of the department of economic development, or words of like effect, are referred to or designated by a statute, contract or other document, such reference or designation shall be deemed to apply to the secretary of economic development created by this order.

SECTION 6. There is hereby established, within and as a part of the department of economic development, a division of development, the head of which shall be the director of development. Under the supervision of the secretary of economic development, the director of development shall administer the division of development. The secretary of economic development shall appoint the director of development, and such director shall serve at the pleasure of the secretary of economic development. The director of development shall be in the unclassified service under the Kansas civil service act and shall receive an annual salary fixed by the secretary of economic development and approved by the state finance council.

SECTION 7. There is hereby established, within and as a part of the department of economic development, a division of research and publications, the head of which shall be the director of research and publications. Under the supervision of the secretary of economic development, the director of research and publications shall administer the division of research and publications. The secretary of economic development shall appoint the director of research and publications, and such director shall serve at the pleasure of the secretary of economic development. The director of research and publications shall be in the unclassified service under the Kansas civil service act and shall receive an annual salary fixed by the secretary of economic development and approved by the state finance council.

SECTION 8. There is hereby established, within and as a part of the department of economic development, a division of planning and

community development, the head of which shall be the director of planning and community development. Under the supervision of the secretary of economic development, the director of planning and community development shall administer the division of planning and community development. The secretary of economic development shall appoint the director of planning and community development, and such director shall serve at the pleasure of the secretary of economic development. The director of planning and community development shall be in the unclassified service under the Kansas civil service act and shall receive an annual salary fixed by the secretary of economic development and approved by the state finance council.

SECTION 9. There is hereby established, within and as a part of the department of economic development, a division of minority business enterprise, the head of which shall be the director of minority business enterprise. Under the supervision of the secretary of economic development, the director of minority business enterprise shall administer the division of minority business enterprise. The secretary of economic development shall appoint the director of minority business enterprise, and such director shall serve at the pleasure of the secretary of economic development. The director of minority business enterprise shall be in the unclassified service under the Kansas civil service act and shall receive an annual salary fixed by the secretary of economic development and approved by the state finance council.

SECTION 10. There is hereby established, within and as a part of the department of economic development, a division of housing, the head of which shall be the director of housing. Under the supervision of the secretary of economic development, the director of housing shall administer the division of housing. The secretary of economic development shall appoint the director of housing, and such director shall serve at the pleasure of the secretary of economic development. The director of housing shall be in the unclassified service under the Kansas civil service act and shall receive an annual salary fixed by the secretary of economic development and approved by the state finance council.

SECTION 11. The secretary of economic development may organize the department of economic development in the manner he or she deems most efficient, so long as the same is not in conflict with the provisions of this order or the law. Division heads shall perform such duties and exercise such powers as are prescribed by the secretary of economic development or by law. Division heads shall act for, and exercise the powers of, the secretary of economic development to the extent authority to do so is delegated by such secretary to the division heads. Personnel of each division shall perform such duties and exercise such powers as the head of the division may prescribe and such duties and powers as are prescribed by law. Personnel of each division shall act for, and exercise the powers of, their division head to the extent authority to do so is delegated

by the division head. Subject to the Kansas civil service act and with the approval of the secretary of economic development, the head of each division shall appoint all subordinate officers and employees of his division, section and other unit of the department of economic development, and all such subordinate officers and employees shall be within the classified service.

SECTION 12. On July 1, 1975, all officers and employees who were engaged immediately prior to said date in the performance of powers, duties, and functions of the state department of economic development abolished by this order and who in the opinion of the secretary of economic development are necessary to perform the powers, duties, and functions of the department of economic development created by this order, or of any division, section, or other unit thereof shall become officers and employees of the department of economic development created by this order, and shall retain all retirement benefits and all rights of civil service which such officer or employee had before July 1, 1975, and their services shall be deemed to have been continuous. All transfers and any abolishment of positions of personnel in the classified civil service shall be in accordance with civil service laws and rules and regulations.

SECTION 13. The department of economic development created by this order shall succeed to all property and records which were used for, or pertain to, the performance of the powers, duties, and functions transferred to it from the state department of economic development abolished by this order. On July 1, 1975, all records of and unexpended balances of appropriations for the department of economic development abolished by this order shall be transferred to the department of economic development created by this order. Any conflict as to the proper disposition of such property or records or the unexpended balances of any appropriation arising under this section shall be determined by the governor, with the approval of the state finance council, and such decision shall be final.

SECTION 14. Whenever any conflict arises as to the disposition of any power, function or duty as a result of any abolishment, transfer, attachment or other change made by this order, or under authority of this order, such conflict shall be resolved by the governor, with the approval of the state finance council, and such decision shall be final.

SECTION 15. No suit, action, or other proceeding, judicial or administrative, lawfully commenced, or which could have been commenced, by or against the state department of economic development abolished by this order, or by or against any officer or employee of such department in his official capacity or in relation to the discharge of his official duties, shall abate by reason of the taking effect of reorganization under the provisions of this order. The court may allow any such suit, action, or other proceeding to be maintained by or against the department of economic development created by this order, or any officer affected.

SECTION 16. There is hereby created an advisory commission to the department of economic development which shall be composed of nine (9) members to be appointed by and who shall serve at the pleasure of the governor. The governor shall appoint one member of the advisory commission as chairperson and one member as vice-chairperson. The members of the advisory commission shall be residents of this state and shall be appointed with a view of giving representation on the commission to the several geographical areas of the state and to a wide variety of basic economic and industrial activities within the state, so that said commission, as a whole, shall possess the broadest background and understanding of the economic and industrial problems and needs of this state. Members of the advisory commission shall be appointed without reference to their party affiliation except that not more than five (5) members shall be members of the same political party. Members of the advisory commission attending meetings of such commission, or attending a subcommittee meeting thereof authorized by such commission, shall be paid subsistence allowances, mileage and other expenses as provided in K.S.A. 1974 Supp. 75-3223, and any amendments thereto, but shall receive no compensation for services as such members. If any member of the advisory commission shall fail to attend three (3) successive regular meetings of the commission, then said member shall automatically forfeit his or her membership as such member and the governor shall appoint a new member to replace such member.

The commission shall meet monthly, and shall hold special meetings on the call of the chairperson. Five (5) members shall constitute a quorum. The commission may adopt such rules as it may deem necessary to govern its own procedure.

The advisory commission shall at the request of the secretary of economic development consult with and advise the secretary on matters relating to the management, operation and functions of the department of economic development, and the development and operation of programs under the jurisdiction of the secretary and department.

SECTION 17. The state department of economic development created by K.S.A. 74-5003, the Kansas economic development commission created by K.S.A. 1974 Supp. 74-5006, and the director of the department of economic development created by K.S.A. 74-5004 are hereby abolished.

SECTION 18. All of the provisions of this order shall take effect and have the force of general law on July 1, 1975, unless disapproved by either house of the legislature as provided by subsection (c) of section 6 of article 1 of the constitution of Kansas, and unless so disapproved, this order is to be published as and with the acts of the legislature and the statutes of this state.

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Issued under the Great Seal of the State of Kansas, this 10th day of February, 1975.

BY THE GOVERNOR

(seal)

Robert F. Bennett

Secretary of State

Assistant Secretary of State

The above order was transmitted to the Kansas Senate and House of Representatives on February 11, 1975, by the following message:

On this 10th day of February, 1975, pursuant to the authority vested in me as Governor of the State of Kansas by Section 6 of Article 1 of the Constitution of the State of Kansas, I have issued Executive Reorganization Order No. 7, which I am transmitting herewith. K.S.A. 74-5003 and 74-5004 and K.S.A. 1974 Supp. 74-5006 provide the statutory authority for any functions abolished by this Executive Reorganization Order No. 7.

The purpose of Executive Reorganization Order No. 7 is to coordinate and consolidate the functions heretofore performed by the state department of economic development, the Kansas economic development commission and the director of the state department of economic development. I consider the foregoing to be necessary for the efficient administration of the function of such agency within the executive branch of government of the state of Kansas.

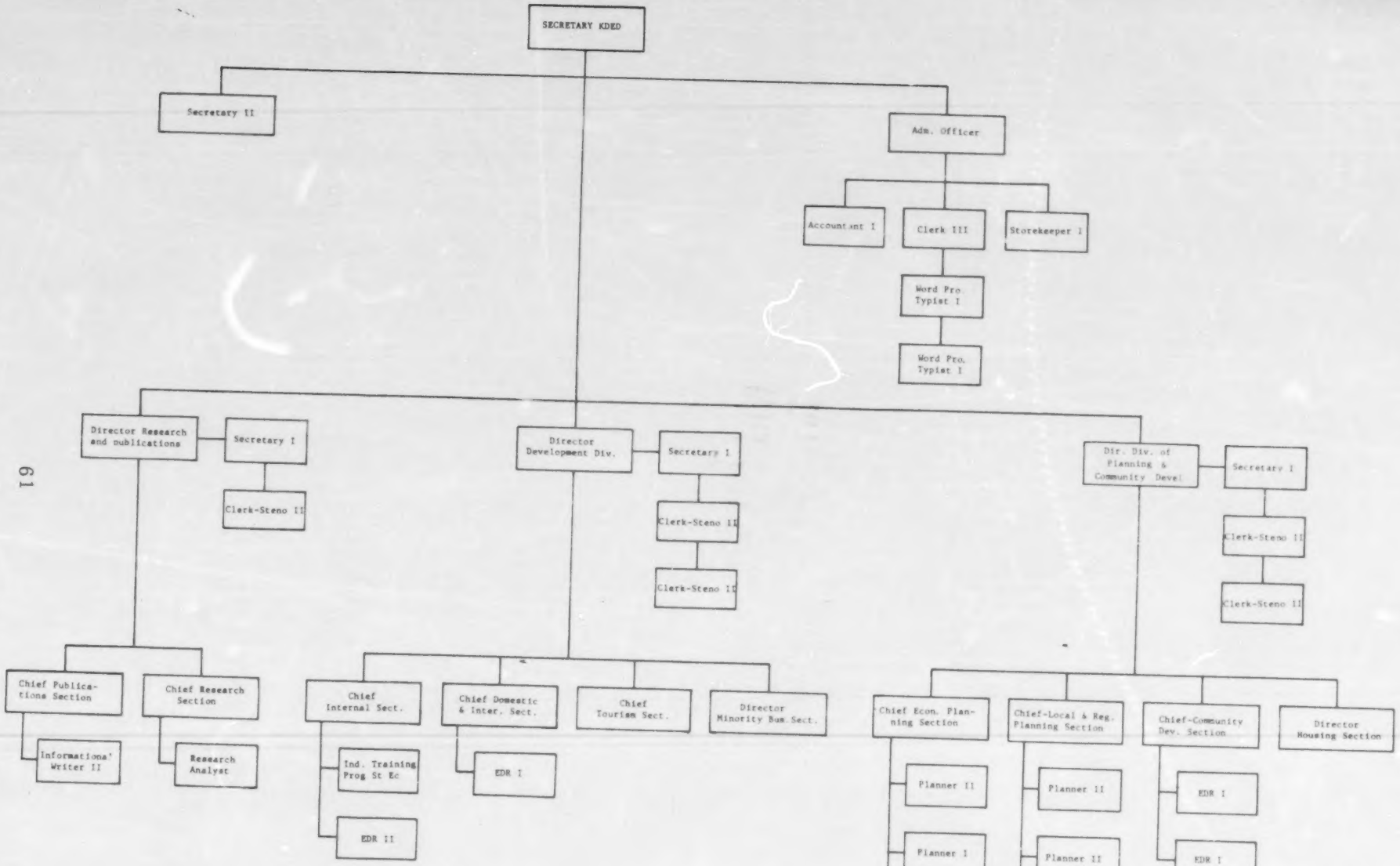
I will file an additional copy of Executive Reorganization Order No. 7 with the Office of the Secretary of State and with the Officer of Revisor of Statutes.

Robert F. Bennett, Governor

APPENDIX B

KANSAS DEPARTMENT OF ECONOMIC DEVELOPMENT

ORGANIZATIONAL CHART



KANSAS DEPARTMENT OF ECONOMIC DEVELOPMENT

ORGANIZATIONAL CHART

APPENDIX C

PROJECT REPORTS

APPENDIX C

PROJECT REPORTS

Methodology for, and Prioritization of Kansas Communities Eligible for Assistance Under Technical Assistance Grant Project No. 05-06-01500, Community Development Team, Kansas Department of Economic Development, September 15, 1974.

Central Business District Plan - Proposed Work Program, Iola, Kansas, Community Development Team, Kansas Department of Economic Development, November 1974.

Salary Adjustments, Scott City, Kansas, Community Development Team, Kansas Department of Economic Development, January 3, 1975.

Community Inventory, Eureka, Kansas, Community Development Team, Kansas Department of Economic Development, January 21, 1975.

Proposed P.R.I.D.E. Operational and Judging Procedure, Community Development Team, Kansas Department of Economic Development, January 23, 1975.

Motion Picture Theater and Recreation Center Feasibility Study, Oberlin, Kansas, Community Development Team, Kansas Department of Economic Development, February 7, 1975.

Motion Picture Theater and Recreation Center Feasibility Study, Hoxie, Kansas, Community Development Team, Kansas Department of Economic Development, April 15, 1975.

Central Business District Redevelopment Plan Work Program, Community Development Team, Kansas Department of Economic Development, February 24, 1975.

Location Analysis of U.S. 77 Through Arkansas City, Kansas, Community Development Team, Kansas Department of Economic Development, March 12, 1975.

Proposed Community Development Process, Newton, Kansas, Community Development Team, Kansas Department of Economic Development, March 25, 1975.

Community Development Procedural Model, Community Development Team, Kansas Department of Economic Development, October 1975.

Kansas Department of Economic Development Proposed Community Development Division Work Program and Staff Requirements, Community Development Team, Kansas Department of Economic Development, March 1975.

Community Inventory, Cottonwood Falls, Kansas (Draft), Community Development Team, Kansas Department of Economic Development, October 1975.

APPENDIX D

PART 1. COMMUNITY PROJECTS

ABILENE, KANSAS

LOCATION

County: Dickinson
Physiographic Region: Flint Hills
Substate Region: Flint Hills 031
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 7,916
Percent of Population Over 65: 17.6%
Ten-Year Population Change: 10.09%
Percent of Population in Labor Force: 54.6%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,107
Per Capita Welfare Expenditure: $53.58
Percent of Unemployment: 2.5%
Percent of Families Below Poverty Level: 9.7%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,157
Per Capita General Obligation Debt: $90.36
Tax Delinquency: 2.23%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission
Number of Full-Time Employees: 47

NATURE OF REQUEST

Central Business District Renovation

NATURE OF RESPONSE

Acting on its experience in Iola (see Community Project, Iola, Page 98) the Team decided that there was insufficient time remaining in the project to embark on a central business district renovation project in another community. However, the Team did feel there was merit in explaining their previous work both in the development of the community development procedural model and the downtown restoration model to the community. It was explained that time would not permit further assistance under the existing contract but that the Kansas Department of Economic Development will staff three community development positions which would be available for technical assistance.

ABILENE, KANSAS

As a few of the local businessmen had restored their buildings and the community showed interest in a downtown restoration program (although no overall Central Business District design had been developed) the Team encouraged the community to follow the procedural model utilizing local talent. The Team prepared a packet containing literature which would be of assistance in such an endeavor, including a list of possible sources of professional assistance available in the State of Kansas.

PROJECT COST (man-days)

2

RECOMMENDATION AND/OR COMMENT

The City of Abilene has requested that they be considered for assistance by the permanent Community Development staff within the Kansas Department of Economic Development.

ANTHONY, KANSAS

LOCATION

County: Harper
Physiographic Region: Red Hills
Substate Region: Chikaskia 043
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 2,840
Percent of Population Over 65: 20.1%
Ten-Year Population Change: .7% Decrease
Percent of Population in Labor Force: 54.4%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $5,362
Per Capita Welfare Expenditure: $59.45
Percent of Unemployment: 1.6%
Percent of Families Below Poverty Level: 10.6%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,469
Per Capita General Obligation Debt: $61.97
Tax Delinquency: .65%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission
Number of Full-Time Employees: 36

NATURE OF REQUEST

Presentation of the community development team program at a meeting of the City Commission.

NATURE OF RESPONSE

The Team attended a City Commission meeting in order to discuss the types of technical assistance the Team could provide. The meeting was primarily an informational program prior to the possible submission of an official work request.

PROJECT COST (man-days)

1

RECOMMENDATION AND/OR COMMENT

None

ARKANSAS CITY, KANSAS

LOCATION

County: Cowley
Physiographic Region: Arkansas City Lowlands
Substate Region: Bluestem 041
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 13,538
Percent of Population Over 65: 15.8%
Ten-Year Population Change: 8.15%
Percent of Population in Labor Force: 53.6%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $5,027
Per Capita Welfare Expenditure: $50.33
Percent of Unemployment: 2.8%
Percent of Families Below Poverty Level: 9.8%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,239
Per Capita General Obligation Debt: $189.10
Tax Delinquency: 2.71%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council-Manager
Number of Full-Time Employees: 410

NATURE OF REQUEST

Discuss planning implications of Highway 77 by-pass.

NATURE OF RESPONSE

The city requested that the Team review alternate routes for U.S. Highway 77 proposed by the Kansas Highway Commission through or adjacent to Arkansas City. The Team reviewed existing comprehensive plans and transportation reports with regard to the proposed highway alignments and made several recommendations based on planning criteria and presented them in a report to the city. The Team found that perhaps the most important consideration in route selection should be the avoidance of bisecting existing neighborhoods as proposed.

PROJECT COST (man-days)

11.5

82

RECOMMENDATION AND/OR COMMENT

The Team's efforts in Arkansas City point to the need for coordination between the Kansas Department of Economic Development Community Development staff and the various state and regional agencies involved with community development.

ASHLAND, KANSAS

LOCATION

County: Clark
Physiographic Region: Red Hills
Substate Region: Greater Southwest 061
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 1,215
Percent of Population Over 65: 18.3%
Ten-Year Population Change: 13.58% Decrease
Percent of Population in Labor Force: 52.9%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,714
Per Capita Welfare Expenditure: $47.74
Percent of Unemployment: 3.9%
Percent of Families Below Poverty Level: 2.4%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,836
Per Capita General Obligation Debt: 0
Tax Delinquency: .42%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 12

NATURE OF REQUEST

Presentation of the Community Development Procedural Model.

NATURE OF RESPONSE

The Team presented the Community Development Procedural Model to the Ashland Chamber of Commerce which was interested in initiating a process similar to that developed by the Team. The Team also discussed the Kansas Department of Economic Development Community Development Section and potential assistance it might provide.

PROJECT COST (man-days)

2

RECOMMENDATION AND/OR COMMENT

The permanent Kansas Department of Economic Development Community Development staff should monitor the community's progress and provide future technical assistance as it becomes necessary.

AUGUSTA, KANSAS

LOCATION

County: Butler
Physiographic Region: Flint Hills
Substate Region: Central Plains 042
Located in an Economic Development Area: Yes (Designated)

DEMOGRAPHIC CHARACTERISTICS

Population: 6,074
Percent of Population Over 65: 11.5%
Ten-Year Population Change: 3.23% Decrease
Percent of Population in Labor Force: 57.3%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,710
Per Capita Welfare Expenditure: $61.67
Percent of Unemployment: 3.6%
Percent of Families Below Poverty Level: 8.9%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,102
Per Capita General Obligation Debt: $112.17
Tax Delinquency: 5%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council-Manager
Number of Full-Time Employees: 87

NATURE OF REQUEST

Review Housing and Community Development Application.

NATURE OF RESPONSE

Upon the request of the community the Team reviewed the Housing and Community Development Act application which the city had prepared for discretionary funds.

PROJECT COST (man-days)

2.5

RECOMMENDATION AND/OR COMMENT

In many instances the Team was called on to review and critique work prepared at the local level.

While such projects are not exceedingly time consuming, based on this year's experience they will be a frequently requested service. The major hurdle to the provision of such a service from Topeka on a statewide basis is the excessive travel time required which is not involved in the actual solution of the problem. This fact demonstrates a need for regionally based Community Development representatives.

CHERRYVALE, KANSAS

LOCATION

County: Montgomery
Physiographic Region: Osage Cuestas
Substate Region: Southeast 021
Located in an Economic Development Area: Yes (Designated)

DEMOGRAPHIC CHARACTERISTICS

Population: 2,933
Percent of Population Over 65: 17.7%
Ten-Year Population Change: .34% Increase
Percent of Population in Labor Force: 52%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,581
Per Capita Welfare Expenditure: $130.96
Percent of Unemployment: 2.2%
Percent of Families Below Poverty Level: 15%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,384
Per Capita General Obligation Debt: $34.44
Tax Delinquency: 5.91%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission
Number of Full-Time Employees: 17

NATURE OF REQUEST

Provide information on possible funding for industrial park development.

NATURE OF RESPONSE

A meeting was held with the Mayor to discuss their request. The Mayor stated an interest in developing additional lands for industrial purposes. The city was in the process of doubling its water supply at a preliminary estimated cost of $600,000 to $1,000,000. The Economic Development Administration was being requested to assist in water line rehabilitation. The city wanted to develop an additional 20 acres of industrial land and a speculative building and wanted to know if some possible non-local funding source might be available. It was city's feeling that their opportunities for receiving Economic Development Administration and Ozark funds were somewhat limited in the area of industrial park development since they have made other development requests. The Team had a meeting with representatives of the Economic Development

Administration and the Ozarks Regional Commission on November 20, 1974 at which time both representatives indicated that there would be no funds available until after July 1, 1975. Other funding sources such as the Department of Housing and Urban Development and the Farmers Home Administration were contacted and neither could provide funding for such a project at the present time. The Team was advised by all agencies that the city should be prepared to apply for funds should monies become available. This would involve planning the projects in detail and maintaining periodic contact with representatives of the various agencies. This information was transmitted to the city.

PROJECT COST (man-days)

1

RECOMMENDATION AND/OR COMMENT

The permanent Kansas Department of Economic Development staff should continue to monitor the progress of this project and provide technical assistance when it becomes necessary.

COTTONWOOD FALLS, KANSAS

LOCATION

County: Chase
Physiographic Region: Flint Hills
Substate Region: Flint Hills 032
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 1,067
Percent of Population Over 65: 20.5%
Ten-Year Population Change: 9.02% Increase
Percent of Population in Labor Force: 49.1%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,048
Per Capita Welfare Expenditure: $90.19
Percent of Unemployment: 2.0%
Percent of Families Below Poverty Level: 12.6%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,505
Per Capita General Obligation Debt: $37.17
Tax Delinquency: .66%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 4

NATURE OF REQUEST

Prepare a community inventory.

NATURE OF RESPONSE

The Mayor requested that the Team evaluate the community using the community inventory technique employed in Eureka (see Community Project, Eureka, page 78). As the Team had previously developed a procedural community development model, the first action by the Team was to explain the model in detail to the community. The community was apprised of the fact that the Team could either conduct the research necessary for the community inventory or follow the procedural model to that time when the contract expired when the community could utilize local talent as well as solicit assistance from the Kansas Department of Economic Development permanent staff. The representatives of the community (which included members of the City Council, City Planning Commission, and P.R.I.D.E. committee) voted unanimously to follow the procedural model stating that they were interested in developing an

ongoing problem solving process. In its second meeting the community development team conducted a training seminar, and a community development steering committee was established which approximated the existing P.R.I.D.E. committee.

The Team contacted the Flint Hills Regional Planning Commission to establish the fact that it would be working in Cottonwood Falls as well as to solicit existing reports and studies.

The Team then conducted the second phase of the Community Development Process--Research. The majority of the research related to the social, physical, economic and fiscal conditions in Cottonwood Falls was collected in the field by the community development team. The Team also developed three attitudinal surveys (citywide residents, high school students, and businessmen) which local high school students distributed and collected as a service project. Using students proved a valuable tool not only in work assistance but in involving the youth in the community development process.

PROJECT COST (man-days)

67

RECOMMENDATION AND/OR COMMENT

Several valuable lessons were learned from the Team's activity in Cottonwood Falls. It became apparent that a regional planning staff can provide valuable assistance in the research phase, both in the provision of technical documents as well as professional input.

In the conduction of the research phase it was determined that two additional elements should be added to the community inventory--cultural data and historic data. In the Cottonwood Falls experience the Team found that most data were of a highly technical nature and needed to be gathered by professionals. However, the community could participate in the preparation of the cultural and historic elements.

It was learned that maps could be excluded from the report to save time and publication costs. Any necessary base maps were supplied to the city to be filed in the city offices available for review by interested citizens. Also, while the initial feeling of the Team was that reports prepared at the conclusion of each phase of the model need not be "fancy," this opinion changed. The opinion now is that in order to add legitimacy a limited number of copies should be printed and bound.

EUREKA, KANSAS

LOCATION

County: Greenwood
Physiographic Region: Osage Cuestas
Substate Region: Bluestem 041
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 3,602
Percent of Population Over 65: 21.3%
Ten-Year Population Change: 14.52% Decrease
Percent of Population in Labor Force: 50.6%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $5,260
Per Capita Welfare Expenditure: $ 8.88
Percent of Unemployment: 2.7%
Percent of Families Below Poverty Level: 14.7%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,984
Per Capita General Obligation Debt: $17.36
Tax Delinquency: 1.5%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission
Number of Full-Time Employees: 33

NATURE OF REQUEST

Prepare a community inventory.

NATURE OF RESPONSE

The mayor of Eureka requested that the Team provide an objective evaluation of the city from the point of view of an industrial prospect. The Team prepared a draft community inventory which identified community assets and liabilities in the following areas: land use, housing, building conditions, transportation, utilities, community services and facilities, environment, and visual analysis. A meeting was held with the city to discuss revisions to the report and, based on the belief that there is a need for tangible evidence of progress, a final community inventory report was prepared.

As a result of the information presented in the community inventory, the community prepared an application for Housing and Community

Development Act Discretionary funds. The Community Development Team reviewed the application.

PROJECT COST (man-days)

34.5

RECOMMENDATION AND/OR COMMENT

The request by Eureka was viewed by the Team as one of considerable insight in that the community displayed an awareness of the fact that in order to attract potential industrial prospects to the community it needed to do more than prepare an industrial site.

The work in Eureka led in part to the formulation of a procedural model for total community development. Following the completion of a community development procedural model, the Team reworked the preliminary community inventory.

An interesting sidelight to the work conducted in Eureka is that the community received first place in their population category in this year's P.R.I.D.E. awards program.

EUREKA, KANSAS

LOCATION

County: Greenwood
Physiographic Region: Osage Cuestas
Substate Region: Bluestem 041
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 3,602
Percent of Population Over 65: 21.3%
Ten-Year Population Change: 14.52% Decrease
Percent of Population in Labor Force: 50.6%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $5,260
Per Capita Welfare Expenditure: $78.88
Percent of Unemployment: 2.7%
Percent of Families Below Poverty Level: 14.7%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,984
Per Capita General Obligation Debt: $17.36
Tax Delinquency: 1.5%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission
Number of Full-Time Employees: 33

NATURE OF REQUEST

Prepare a flood insurance application.

NATURE OF RESPONSE

As a result of a request by the Board of Agriculture to inform communities of the requirements of the Flood Insurance Program the Team assisted the community of Eureka in gathering the necessary material for and the preparation of a Flood Insurance Application.

PROJECT COST (man-days)

1

RECOMMENDATION AND/OR COMMENT

None

EUREKA, KANSAS

LOCATION

County: Greenwood
Physiographic Region: Osage Cuestas
Substate Region: Bluestem 041
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 3,602
Percent of Population Over 65: 21.3%
Ten-Year Population Change: 14.52% Decrease
Percent of Population in Labor Force: 50.6%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $5,260
Per Capita Welfare Expenditure: $78.88
Percent of Unemployment: 2.7%
Percent of Families Below Poverty Level: 14.7%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,984
Per Capita General Obligation Debt: $17.36
Tax Delinquency: 1.5%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission
Number of Full-Time Employees: 33

NATURE OF REQUEST

Prepare a redevelopment design for the Eureka Downs Quarterhorse Racetrack.

NATURE OF RESPONSE

The Eureka Downs Quarterhorse Racetrack was identified as an economic asset but a visual liability in the community inventory prepared by the Team. The Team served as liaison between a senior landscape architectural student from Kansas State University and the City of Eureka in the preparation of a redevelopment design for the racetrack. In addition the student developed a slide presentation and two informational brochures describing Eureka Downs and quarterhorse racing.

EUREKA, KANSAS

PROJECT COST (man-days)

3.5

RECOMMENDATION AND/OR COMMENT

This project displays the need for collaboration with the many agencies and institutions throughout the state that can provide assistance. The experience of the P.R.I.D.E. program shows that quite often the reason for the failure of an overall community development effort has been the inability to retain the services of a professional. The community development staff should be available to provide liaison between the community and the professional as well as review and critique work.

FRANKFORT, KANSAS

LOCATION

County: Marshall
Physiographic Region: Glaciated Region
Substate Region: Not Organized
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 1,080
Percent of Population Over 65: 20.5%
Ten-Year Population Change: 13.03% Decline
Percent of Population in Labor Force: 49.8%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,382
Per Capita Welfare Expenditure: $85.03
Percent of Unemployment: 3%
Percent of Families Below Poverty Level: 12.6%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,770
Per Capita General Obligation Debt: $85.30
Tax Delinquency: 0

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 6

NATURE OF REQUEST

Investigate possible funding sources for the construction of a municipal water tower.

NATURE OF RESPONSE

The community of Frankfort was interested in improving their city water supply through the construction of a water tower. The Team's investigation revealed that the community had not increased municipal water rates in over twenty years and that no improvements had been undertaken over the same period of time. The Team explained that quite possibly the only solution would be an immediate increase in the water rates in order to generate the revenue necessary to construct a water tower. The community representatives expressed the belief that such a solution would be politically unpalatable and requested that the community seek possible federal funding sources. Subsequently, the Team contacted the Department of Housing and Urban Development and the Farmers Home Administration either of which could fund such

a project, but no funds were available. The community was apprised of the findings of the Team and was advised that the only permanent solution to its problem was to increase the water rates and provide for pericdic increases for future expansion and development.

PROJECT COST (man-days)

3.5

RECOMMENDATION AND/OR COMMENT

This project highlights a dilemma facing many rural communities--that of providing a quality existence for every resident. In this case, the provision of an adequate water system for the community is not one in which the solution is that of providing federal funding but one of proper management of the community's municipal services. An important function of the community development effort at the Kansas Department of Economic Development then should be the study of municipal government expenditure to determine the level of funding necessary to provide an adequate human environment.

GREAT BEND, KANSAS

LOCATION

County: Barton
Physiographic Region: Arkansas River Lowlands
Substate Region: Golden Belt 051
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 18,460
Percent of Population Over 65: 11.1%
Ten-Year Population Change: 1.06% Increase
Percent of Population in Labor Force: 58.7%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,713
Per Capita Welfare Expenditure: $35.10
Percent of Unemployment: 2.5%
Percent of Families Below Poverty Level: 7.3%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $3,190
Per Capita General Obligation Debt: $34.00
Tax Delinquency: 0

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 105

NATURE OF REQUEST

Investigate Industrial Park requirements.

NATURE OF RESPONSE

The Team was requested to assist in the development of industrial park needs. A meeting was held with the City Industrial Development Director. The concern at the present time is for future industrial land demand and its location. A tour was also made of the existing available industrial land in an effort to ascertain potential sites.

An evaluation of the Comprehensive Plan was undertaken in an effort to determine future estimated needs taking into consideration the rate of usage since the completion of the Plan. A recommendation was also made for the location of possible future industrial sites.

PROJECT COST (man-days)

2.5

RECOMMENDATION AND/OR COMMENT

It was the observation of the Team that communities the size of Great Bend should seek to develop continual "inhouse" capabilities for the provision of such technical assistance.

HAYS, KANSAS

LOCATION

County: Ellis
Physiographic Region: Smoky Hills
Substate Region: Northwest 093
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 15,124
Percent of Population Over 65: 8%
Ten-Year Population Change: 25.10% Increase
Percent of Population in Labor Force: 59.4%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,267
Per Capita Welfare Expenditure: $23.10
Percent of Unemployment: 2.6%
Percent of Families Below Poverty Level: 10.3%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $3,773
Per Capita General Obligation Debt: $68.43
Tax Delinquency: 1.65%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission
Number of Full-Time Employees: 110

NATURE OF REQUEST

General community development assistance.

NATURE OF RESPONSE

Hays requested that the Team present the community development procedural model to a group of interested citizens. The Team described the procedural model and distributed copies of a detailed analysis of each work activity.

PROJECT COST (man-days)

1

RECOMMENDATION AND/OR COMMENT

The permanent Kansas Department of Economic Development Community Development staff should continue to monitor the progress of this project and provide technical assistance when it becomes necessary.

HILL CITY, KANSAS

LOCATION

County: Graham
Physiographic Region: Smoky Hills
Substate Region: Northwest 092
Located in an Economic Development Area: Yes (Designated)

DEMOGRAPHIC CHARACTERISTICS

Population: 2,157
Percent of Population Over 65: 13.3%
Ten-Year Population Change: 3.1% Decrease
Percent of Population in Labor Force: 55.9%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,871
Per Capita Welfare Expenditure: $43.89
Percent of Unemployment: 2.8%
Percent of Families Below Poverty Level: 10.3%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,926
Per Capita General Obligation Debt: $22.25
Tax Delinquency: 0

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 20

NATURE OF REQUEST

Present the Community Development Procedural Model.

NATURE OF RESPONSE

Hill City's request for assistance was received relatively late in the pilot project. Hill City requested that the Team present the community development procedural model to a group of interested citizens. The Team described the procedural model as well as discussing how the Kansas Department of Economic Development Community Development staff could assist in implementing the process.

PROJECT COST (man-days)

2

RECOMMENDATION AND/OR COMMENT

The permanent Kansas Department of Economic Development Community Development staff should monitor the community's progress and provide future technical assistance as it becomes necessary.

HILLSBORO, KANSAS

LOCATION

County: Marion
Physiographic Region: Flint Hills
Substate Region: Flint Hills 032
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 2,883
Percent of Population Over 65: 19.0%
Ten-Year Population Change: 14.49%
Percent of Population in Labor Force: 53.2%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,680
Per Capita Welfare Expenditure: $56.33
Percent of Unemployment: 2.7%
Percent of Families Below Poverty Level: 11.7%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,964
Per Capita General Obligation Debt: $86.30
Tax Delinquency: .7%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 20

NATURE OF REQUEST

Recommendation for an access road alignment between the city and an industrial park.

NATURE OF RESPONSE

The community had identified the need to develop a direct access road between the community and an existing industrial park and asked the Team to propose a route. Based on an in-field investigation, it was proposed that the road be constructed adjacent to an existing railroad right-of-way.

PROJECT COST (man-days)

1

RECOMMENDATION AND/OR COMMENT

While requests similar to that of Hillsboro will require only limited involvement of the Kansas Department of Economic Development Community Development staff, the success or failure of such an effort may often be dependent on such a professional recommendation or opinion.

HOISINGTON, KANSAS

LOCATION

County: Barton
Physiographic Region: Smoky Hills
Substate Region: Golden Belt 051
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 4,164
Percent of Population Over 65: 11.1%
Ten-Year Population Change: 10.03% Decrease
Percent of Population in Labor Force: 58.7%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,713
Per Capita Welfare Expenditure: $35.10
Percent of Unemployment: 2.5%
Percent of Families Below Poverty Level: 7.3%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,946
Per Capita General Obligation Debt: $50.19
Tax Delinquency: 0

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 36

NATURE OF REQUEST

Downtown Restoration

NATURE OF RESPONSE

As a result of an active P.R.I.D.E. program, the community had identified the restoration of its downtown as a major goal for the community and subsequently requested the Team's services in this area. As the Team had determined that it could not undertake a second downtown restoration project under the pilot project, they conducted much the same program as had been done in Abilene, including a presentation of the community development procedural model and the central business district renovation work program. In addition, several documents describing successful community development programs were distributed.

Based on the meeting described above, the community's interest shifted toward overall community development and subsequently the Team was requested to return for a presentation of the community development procedural model to a larger group of people (including members of the City Council and the P.R.I.D.E. steering committee). At the second presentation, the community expressed interest in the utilization of the procedural model. The main concern voiced by those in attendance was how their present P.R.I.D.E. accomplishments would fit into the structure of the model.

PROJECT COST (man-days)

4

RECOMMENDATION AND/OR COMMENT

The most salient point learned from the Team's experience in Hoisington is that in many cases the community will have implemented many elements of the procedural model. This fact demonstrates the need for flexibility in the model as well as the need to develop a process which is responsive to the particular needs of the community.

HOLTON, KANSAS

LOCATION

County: Jackson
Physiographic Region: Glaciated Region
Substate Region: Unorganized Region
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 3,369
Percent of Population Over 65: 17.1%
Ten-Year Population Change: 10.68% Increase
Percent of Population in Labor Force: 52.7%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: #3,779
Per Capita Welfare Expenditure: 58.13%
Percent of Unemployment: 4.9%
Percent of Families Below Poverty Level: 12.1%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,321
Per Capita General Obligation Debt: $15.14
Tax Delinquency: 2.81%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 37

NATURE OF REQUEST

A request was made by the Kansas Department of Economic Development to aid Holton in an endeavor to obtain an additional water supply for industrial development.

NATURE OF RESPONSE

A potential industrial developer is interested in locating in Holton but would require exceptionally large amounts of water. However, the city of Holton is currently using nearly all of its water supply for existing uses. This placed the city in the position of expanding its water supply which would require sizable city expenditures. The city governing body was unable to make a decision as to whether or not to

spend the necessary funds. At a meeting with the industrial developer and the city, the Team indicated that because of existing limited water supply, the city was not only faced with the question of expending funds but was actually shaping its future. In other words, if the decision were made not to spend the funds, the city was in essence curtailing growth in all sectors. The city decided to expand its water supply capability. The Team also investigated water rates as they relate to revenue bonds.

PROJECT COST (man-days)

2

RECOMMENDATION AND/OR COMMENT

None

HOXIE, KANSAS

LOCATION

County: Sheridan
Physiographic Region: High Plains
Substate Region: Northwest 081
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 1,554
Percent of Population Over 65: 13.6%
Ten-Year Population Change: 22.1% Increase
Percent of Population in Labor Force: 54.0%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $3,847
Per Capita Welfare Expenditure: $37.56
Percent of Unemployment: 3.5%
Percent of Families Below Poverty Level: 22.8%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,598
Per Capita General Obligation Debt: $77.60
Tax Delinquency: .6%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission
Number of Full-Time Employees: 9

NATURE OF REQUEST

Prepare a theater and community recreation center feasibility study.

NATURE OF RESPONSE

The community requested the Team's assistance in determining if they could economically afford to construct and operate a motion picture theater in their community. In addition the community was interested in determining whether they could develop a community recreation center in conjunction with the theater. A report was prepared discussing the economic feasibility of such an endeavor. The Kansas State University Cooperative Extension Service Regional and Community Development Agent assisted with the project. In addition to the feasibility study, possible design criteria and location standards were included in the report.

HOXIE, KANSAS

PROJECT COST (man-days)

19

RECOMMENDATION AND/OR COMMENT

The Hoxie project was a result of the work conducted in Oberlin (located approximately 40 miles from Hoxie). The similarity of the two projects allows for comparison of the time required for the completion of such projects--the time required for the second project was approximately half the first. While no general rule can be derived, it can be said that project duration times will shorten with experience.

IOLA, KANSAS

LOCATION

County: Allen
Physiographic Region: Osage Cuestas
Substate Region: Southeast 021
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 6,584
Percent of Population Over 65: 19.2%
Ten-Year Population Change: 10.76% Decrease
Percent of Population in Labor Force: 52.0%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,581
Per Capita Welfare Expenditure: $74.99
Percent of Unemployment: 3.5%
Percent of Families Below Poverty Level: 14.2%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,950
Per Capita General Obligation Debt: $19.29
Tax Delinquency: 1.66%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission
Number of Full-Time Employees: 102

NATURE OF REQUEST

Prepare a central business district work program and provide the necessary technical assistance to implement the project.

NATURE OF RESPONSE

Based on previous experience and a review of pertinent literature, the Team prepared a work program with which a community could implement a downtown restoration project. As the Team had received several requests for similar assistance they felt a procedural work program should be tested as to its feasibility in the city of Iola.

Specific activities of the Team in Iola included the preparation of base maps of the central business district, preparation of facade drawings of those businesses which face the central square, and preparation of an inventory report. Elements included in the central business district inventory include: natural features; trade area analysis;

visual analysis; building condition survey; land use analysis; utilities analysis; transportation analysis; and microclimate analysis. A major work element in the preparation of the central business district survey was the development of a business and shoppers' survey.

PROJECT COST (man-days)

188

RECOMMENDATION AND/OR COMMENT

If the Community Development Team is unable to complete the project before the end of the existing contract the permanent community development staff should undertake to complete the work necessary to test fully the central business district work program as the Kansas Department of Economic Development is certain to receive many similar requests.

The Team realizes that the time involved in such downtown restoration projects is lengthy and costly. However, the benefits to be derived from such a project can be seen in the spin-off efforts from such an endeavor in other communities. It should be emphasized that the majority of the time spent on the project involved the drafting of necessary base maps and facade drawings. This activity was undertaken by the three man community development team whose contract did not provide for such para-professional assistance. Based on the experience in Iola it is strongly recommended that the Kansas Department of Economic Development Community Development staff be provided such full time para-professional assistance.

MARYSVILLE, KANSAS

LOCATION

County: Marshall
Physiographic Region: Glaciated Region
Substate Region: Not Organized
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 3,692
Percent of Population Over 65: 20.5%
Ten-Year Population Change: 11.85% Decrease
Percent of Population in Labor Force: 49.8%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,382
Per Capita Welfare Expenditure: $85.03
Percent of Unemployment: 3.0%
Percent of Families Below Poverty Level: 12.6%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,275
Per Capita General Obligation Debt: $11.71
Tax Delinquency: 0

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 25

NATURE OF REQUEST

Discuss Community Development Procedural Model

NATURE OF RESPONSE

The Team requested to discuss the procedural community development model with a group of interested Marysville residents. While the community was specifically interested in downtown restoration their overriding concern was in the development of an ongoing program for solving community problems. The community is not involved in the P.R.I.D.E. program and as such has never had a formal Community Development umbrella organization.

However, subsequent to the presentation by the Team the community formulated such a steering committee which has requested that Marysville be selected as a community in which to test the feasibility of the community development procedural model.

MARYSVILLE, KANSAS

PROJECT COST (man-days)

1.5

RECOMMENDATION AND/OR COMMENT

Marysville has the leadership potential necessary for an excellent community development program. Efforts should be undertaken to enroll the community in the P.R.I.D.E. program. In addition their progress should be monitored and technical assistance provided where necessary.

MERRIAM, KANSAS

LOCATION

County: Johnson
Physiographic Region: Osage Cuestas
Substate Region: Mid-America Region 011
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 10,964
Percent of Population Over 65: 5.9%
Ten-Year Population Change: 62.2% Increase
Percent of Population in Labor Force: 64.6%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $5,915
Per Capita Welfare Expenditure: $28.66
Percent of Unemployment: 4.2%
Percent of Families Below Poverty Level: 2.9%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $4,896
Per Capita General Obligation Debt: $8.94
Tax Delinquency: 3.1%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 40

NATURE OF REQUEST

Assist the community in budgeting and funding.

NATURE OF RESPONSE

Merriam is similar to many communities in Kansas with regard to operating budgets. Because of Kansas law which limits a city's operating budgets (tax lid), many communities are operating at their maximum capacity and are restricted in many of their functions. The Team investigated different funding possibilities and was unable to find alternative funding sources short of having a local election increasing the city tax lid. This information was submitted to the city.

PROJECT COST (man-days)

4.5

RECOMMENDATION AND/OR COMMENT

None

MINNEAPOLIS, KANSAS

LOCATION

County: Ottawa
Physiographic Region: Smoky Hills
Substate Region: North Central 102
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 2,137
Percent of Population Over 65: 20.4%
Ten-Year Population Change: .75% Increase
Percent of Population in Labor Force: 52.5%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,369
Per Capita Welfare Expenditure: $74.88
Percent of Unemployment: 2.2%
Percent of Families Below Poverty Level: 11.1%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,712
Per Capita General Obligation Debt: $8.89
Tax Delinquency: 2.67%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 19

NATURE OF REQUEST

Suggestions for entry routes into the community.

NATURE OF RESPONSE

At the mayor's request the Team met with the City Clerk to discuss the location of an entry into the community. Presently there are two major entries into the community; however, the completion of U.S. Highway 81 and the access interchange will warrant only one principal route into the community. After studying the existing land use configuration and reviewing the comprehensive plan a route was proposed.

The community was also concerned with the removal of a number of car bodies which had been discarded along a secondary entry into Minneapolis. In reviewing the city's zoning ordinance it was determined that all the community need do is enforce an existing "inoperable vehicle" ordinance.

MINNEAPOLIS, KANSAS

PROJECT COST (man-days)

3

RECOMMENDATION AND/OR COMMENT

The Team's efforts are indicative of the need to search out and utilize existing planning reports and studies prior to making recommendations. This practice not only eliminates duplication in data collection but provides for coordination with existing plans.

NEWTON, KANSAS

LOCATION

County: Harvey
Physiographic Region: McPherson Lowlands
Substate Region: Central Plains 042
Located in an Economic Development Area: No (although Newton is a growth center)

DEMOGRAPHIC CHARACTERISTICS

Population: 15,874
Percent of Population Over 65: 13.8%
Ten-Year Population Change: 3.7% Increase
Percent of Population in Labor Force: 60.8%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,508
Per Capita Welfare Expenditure: $78.87
Percent of Unemployment: 1.7%
Percent of Families Below Poverty Level: 7.1%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $3,107
Per Capita General Obligation Debt: $165.17
Tax Delinquency: 1.72%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission-Manager
Number of Full-Time Employees: 150

NATURE OF REQUEST

Development of a process for the administration of Housing and Community Development Act hold-harmless funds.

NATURE OF RESPONSE

The Team was requested by the Newton Community Development Department Director to modify the Community Development procedural model to meet the specific requirements of Newton--a community which received funds as a hold-harmless city under the Housing and Community Development Act of 1974. At the direction of the Community Development Director the Team employed a neighborhood concept in preparing the model with which the community can solve communitywide development problems.

PROJECT COST (man-days)

14

RECOMMENDATION AND/OR COMMENT

The Newton project is indicative of the need for flexibility in a procedural model requisite to the unique circumstances of each city.

OBERLIN, KANSAS

LOCATION

County: Decatur
Physiographic Region: High Plains
Substate Region: Northwest 082
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 2,437
Percent of Population Over 65: 20.1%
Ten-Year Population Change: 7.9% Decrease
Percent of Population in Labor Force: 54.2%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,380
Per Capita Welfare Expenditure: $55.41
Percent of Unemployment: 2.4%
Percent of Families Below Poverty Level: 14.9%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,903
Per Capita General Obligation Debt: $128.11
Tax Delinquency: 0

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 25

NATURE OF REQUEST

Prepare a theater and community recreation center feasibility study.

NATURE OF RESPONSE

The community of Oberlin requested that the Team assist in determining whether they should construct and operate a municipal motion picture theater. In addition, they were interested in the possibility of developing a community recreation center in conjunction with such a theater.

The Team employed an attitudinal survey of the residents of the county as well as the high school students to determine the level of potential support for such an endeavor. The local Kansas State University Cooperative Extension Service Agent served as liaison with the community and provided assistance in the distribution of the survey. A report was subsequently prepared which found the project to be

marginally feasible, but with overwhelming support as voiced in the attitudinal survey. The Team also suggested possible criteria and location standards should the community decide to construct the theater/recreation center. The community has subsequently launched a fund raising campaign and has retained the services of an architect and contractor to implement the project.

PROJECT COST (man-days)

41

RECOMMENDATION AND/OR COMMENT

Perhaps the most valuable lesson learned from the Oberlin project is that past successes in the community are the best incentive for the successful completion of future projects. Oberlin has had a history of successful community development endeavors beginning with a downtown restoration project which included the construction of a visual lead in the community from a major highway as well as a statue commemorating a local historic event. Subsequent community projects include the development of a feedlot, dairy barn and carnival. The successes and community development processes of Oberlin and other communities should be recorded by the Kansas Department of Economic Development for use by other communities facing similar problems.

PARK CITY, KANSAS (Unincorporated)

LOCATION

County: Sedgwick
Physiographic Region: McPherson Lowlands
Substate Region: Central Plains 042
Located in an Economic Development Area: Yes (Designated)

DEMOGRAPHIC CHARACTERISTICS

Population: 2,600
Percent of Population Over 65: Not Available
Ten-Year Population Change: Not Available
Percent of Population in Labor Force: Not Available

ECONOMIC CHARACTERISTICS

Average Per Capita Income: Not Available
Per Capita Welfare Expenditure: Not Available
Percent of Unemployment: Not Available
Percent of Families Below Poverty Level: Not Available

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: Not Available
Per Capita General Obligation Debt: Not Available
Tax Delinquency: Not Available

GOVERNMENTAL CHARACTERISTICS

Form of Government: None
Number of Full-Time Employees: None

NATURE OF REQUEST

The Team was requested by the Kansas Liaison Officer to the Ozarks Regional Commission to investigate the incorporation of a County Benefit District (Park City).

NATURE OF RESPONSE

Park City, an unincorporated area, desired guidance as to whether they should incorporate and if so, the steps they should take to implement such incorporation. The Team contacted the Metropolitan Area Planning Department which responded that the present time was not the best for such an undertaking in Park City.

However, the Team assisted the Kansas Department of Economic Development in the preparation of a letter suggesting that should the community decide to attempt to incorporate, the Kansas state statutes were specific as to the course of action they should take.

PARK CITY, KANSAS (Unincorporated)

PROJECT COST (man-days)

2

RECOMMENDATION AND/OR COMMENT

Future work activities by a permanent Kansas Department of Economic Development Community Development staff should not be limited simply to incorporated areas.

PARSONS, KANSAS

LOCATION

County: Labette
Physiographic Region: Osage Cuestas
Substate Region: Southeast 021
Located in an Economic Development Area: Yes (Designated)

DEMOGRAPHIC CHARACTERISTICS

Population: 12,755
Percent of Population Over 65: 16.6%
Ten-Year Population Change: 4.57% Decrease
Percent of Population in Labor Force: 52.2%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,581
Per Capita Welfare Expenditure: $109.79
Percent of Unemployment: 4.5%
Percent of Families Below Poverty Level: 13.5%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,249
Per Capita General Obligation Debt: $94.69
Tax Delinquency: 3.10%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission-Manager
Number of Full-Time Employees: 135

NATURE OF REQUEST

Discuss the expenditure of Housing and Community Development Act hold-harmless funds.

NATURE OF RESPONSE

The Team conducted a meeting with the city manager to discuss the expenditure of funds the city was to receive under the Housing and Community Development Act of 1974. The city expressed the feeling that because their "hold-harmless" amount would not accomplish any major improvements, they should withhold spending in anticipation of supplemental funds. After contacting the Department of Housing and Urban Development the Team advised that supplemental funding was unlikely and that the community should endeavor to expend their hold-harmless amount on less expensive community projects.

PROJECT COST (man-days)
2

RECOMMENDATION AND/OR COMMENT

The Housing and Community Development Act of 1974 is a potential funding source for many communitywide projects and the Kansas Department of Economic Development Community Development Section should be fully aware of spending ramifications.

SATANTA AND SUBLETTE, KANSAS

LOCATION

County: N/A
Physiographic Region: N/A
Substate Region: N/A
Located in an Economic Development Area: N/A

DEMOGRAPHIC CHARACTERISTICS

Population: 1,423
Percent of Population Over 65: 7.4%
Ten-Year Population Change: 17.02% Increase
Percent of Population in Labor Force: 55.3%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,223
Per Capita Welfare Expenditure: $51.73
Percent of Unemployment: 3.8%
Percent of Families Below Poverty Level: 9.9%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,894
Per Capita General Obligation Debt: $61.84
Tax Delinquency: 1.84%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 6

NATURE OF REQUEST

Investigate the possibilities for consolidation of two local governments.

NATURE OF RESPONSE

A meeting was held with the representatives of Sublette and Satanta to discuss the possibilities of governmental consolidation of the two cities and consolidation with the county. The purpose for such a consolidation is to resolve development problems which exist or may potentially exist between the various legal entities. Such a consolidation would reduce duplication of services since the cities are located only eight miles apart. During the meeting several possibilities for expediting consolidation were discussed. Included among these were the possible submission of requests for assistance to the Kansas University Law School and to the League of Kansas Municipalities. The discussion revealed that the Kansas University Law School was presently involved in a program of codification of codes and ordinances in Sublette and would not be able to assist in a consolidation program. Based upon the meeting with the

two cities' representatives, the Team contacted the League of Kansas Municipalities to see about the possibility of League assistance. The League indicated that such a service could be provided for a fee. The Team then made several attempts to establish a meeting between the cities and the League. The various representatives were unable to arrive at a common schedule for a meeting.

During subsequent conversations with the League it was determined that the fee for a consolidation study could cost the cities as much as $50,000. This information was relayed to a representative of the cities. The representative indicated that he questioned the cities' willingness to finance such a fee. He stated that he was going to make a trip to Topeka and would contact the League to discuss consolidation and possible costs. Subsequent conversations with the League have revealed that no contact was made and it is assumed that local interest in the project has waned.

PROJECT COST (man-days)

3

RECOMMENDATION AND/OR COMMENT

While the effort to consolidate two community governments has not been successful at this point in time, such an endeavor could prove useful as a model to other communities faced with overlapping responsibilities and increasing governmental costs. This project points to the requirement for the availability of legal assistance to the Kansas Department of Economic Development Community Development staff, either on a retainer basis or as a full time staff member.

SCOTT CITY, KANSAS

LOCATION

County: Scott
Physiographic Region: High Plains
Substate Region: Greater Southwest 071
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 4,391
Percent of Population Over 65: 9.4%
Ten-Year Population Change: 10.08% Increase
Percent of Population in Labor Force: 61.2%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,120
Per Capita Welfare Expenditure: $27.68
Percent of Unemployment: 2.5%
Percent of Families Below Poverty Level: 8.6%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,880
Per Capita General Obligation Debt: $57.84
Tax Delinquency: 1.11%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 18

NATURE OF REQUEST

Prepare methodology for salary adjustments for city employees.

NATURE OF RESPONSE

A meeting was conducted with a representative of the City Council and the City Clerk for the purpose of determining a method for adjusting city employees' salaries. A subsequent report entitled "Salary Adjustment for Scott City" was prepared by the Team demonstrating a methodology for adjusting municipal employee salaries.

PROJECT COST (man-days)

11.5

RECOMMENDATION AND/OR COMMENT

None

SOUTH HAVEN, KANSAS

LOCATION

County: Sumner
Physiographic Region: Wellington Lowlands
Substate Region: Chikaskia 043
Located in an Economic Development Area: Yes (Designated)

DEMOGRAPHIC CHARACTERISTICS

Population: 453
Percent of Population Over 65: 16.2%
Ten-Year Population Change: 3.8% Increase
Percent of Population in Labor Force: 52.1%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,813
Per Capita Welfare Expenditure: $91.64
Percent of Unemployment: 3.5%
Percent of Families Below Poverty Level: 9.5%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $934.81
Per Capita General Obligation Debt: $14.45
Tax Delinquency: Not Available

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 2

NATURE OF REQUEST

Subdivision Development Requirements

NATURE OF RESPONSE

The Team was requested to review the activities associated with the construction of a proposed subdivision to be constructed on land immediately south of the city. The request was an honest effort by the city and the developer to arrive at a procedure for land development and to determine the distribution of development costs. A meeting was held with representatives of the City Council and the developer. Considerable discussion was held on the aspects of cost distribution and the different philosophies associated with different

methods. The discussion appeared to provide the background necessary for development cost distribution and negotiation.

Subsequent to the meeting, a procedural outline for land development was submitted to the city.

PROJECT COST (man-days)

2

RECOMMENDATION AND/OR COMMENT

The request made by South Haven demonstrates the need for the availability of professional assistance in the overall community development process.

ST. MARYS, KANSAS

LOCATION

County: Pottawatomie
Physiographic Region: Glaciated Region
Substate Region: Big Lakes 033
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 1,578
Percent of Population Over 65: 16.7%
Ten-Year Population Change: 11.28% Increase
Percent of Population in Labor Force: 56.3%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $3,892
Per Capita Welfare Expenditure: $44.39
Percent of Unemployment: 3.4%
Percent of Families Below Poverty Level: 12.3%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $2,382
Per Capita General Obligation Debt: $10.71
Tax Delinquency: 2.17%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission
Number of Full-Time Employees: 12

NATURE OF REQUEST

Assist in the development of a monastery (located within the city limits) which is to be returned to the Pottawatomie Indian Tribe.

NATURE OF RESPONSE

A monastery which had been constructed on land owned by the Pottawatomie Indian Tribe was to be returned to the tribe because the monastery was no longer in use. The Team attended a meeting with representatives of the tribe and explained the Team's function. It was learned that the major impediment to the return of the land to the tribe was that they did not have a formal constitution. This fact was also responsible for their not being able to receive Federal funds. Representatives of the tribe informed the Team that they had not been able to ratify a formal constitution because of differences of opinion within the tribe. The Team discussed the situation with an Economic Development Administration representative who reinforced the

information provided by the Pottawatomie representative. The Team was engaged in other projects at the time and decided to postpone any additional activity until such time as the climate improved. Subsequent to the Team's initial contact the tribe received assistance from the American Indian Movement which persuaded them not to accept outside assistance. At the same time they asked three Kansas State University students who were working with the tribe under a Department of Health, Education and Welfare grant to leave.

PROJECT COST (man-days)

1

RECOMMENDATION AND/OR COMMENT

The Kansas Department of Economic Development Community Development staff should monitor the progress of the project and remain available for assistance in the development of the monastery should they extend such a request.

STOCKTON, KANSAS

LOCATION

County: Rooks
Physiographic Region: Smoky Hills
Substate Region: Northwest Region 093
Located in an Economic Development Area: No

DEMOGRAPHIC CHARACTERISTICS

Population: 1,802
Percent of Population Over 65: 15.8%
Ten-Year Population Change: 7.07% Decrease
Percent of Population in Labor Force: 50.6%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,775
Per Capita Welfare Expenditure: $37.70
Percent of Unemployment: 2.5%
Percent of Families Below Poverty Level: 12.7%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,743
Per Capita General Obligation Debt: $316.14
Tax Delinquency: 1.0%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Commission
Number of Full-Time Employees: 18

NATURE OF REQUEST

The city requested assistance in several areas. Included among those were Mobile Home Park Regulations and Zoning Regulations.

NATURE OF RESPONSE

A meeting was held with the City Manager and representatives of the City Commission. The discussion centered around the problems of mobile homes including location and standards. The current zoning regulations also appeared to be very limited and were not flexible enough to provide for current development. It was agreed that the city desired assistance from the Team. A second visit was made to the city to view some of the problem areas. At approximately the same time the Team was scheduled to commence work on the project they were notified that the city manager was no longer in the employment of the city and that the Team should await further notice.

No notice was ever received from the city. The Team contacted the city at a later date and was informed that the city might be interested in Team assistance. However, the time left in the project was very limited, and the Team was unable to respond to the request.

PROJECT COST (man-days)

2

RECOMMENDATION AND/OR COMMENT

It is recommended that Stockton be included among those cities receiving future technical assistance from the Kansas Department of Economic Development Community Development Section.

TOWANDA, KANSAS

LOCATION

County: Butler
Physiographic Region: Flint Hills
Substate Region: Central Plains 042
Located in an Economic Development Area: Yes (Designated)

DEMOGRAPHIC CHARACTERISTICS

Population: 1,174
Percent of Population Over 65: 11.5%
Ten-Year Population Change: 3.8% Increase
Percent of Population in Labor Force: 57.3%

ECONOMIC CHARACTERISTICS

Average Per Capita Income: $4,710
Per Capita Welfare Expenditure: $61.67
Percent of Unemployment: 3.6%
Percent of Families Below Poverty Level: 8.9%

FISCAL CHARACTERISTICS

Per Capita Assessed Valuation: $1,575
Per Capita General Obligation Debt: $36.36
Tax Delinquency: 3%

GOVERNMENTAL CHARACTERISTICS

Form of Government: Mayor-Council
Number of Full-Time Employees: 7

NATURE OF REQUEST

Conduct informational meeting regarding the Community Development Team.

NATURE OF RESPONSE

The Team met with the city to discuss their community development activities. In addition, the Team offered general guidelines for the development of a mini-plan which was to be prepared utilizing local resources.

PROJECT COST (man-days)

2

TOWANDA, KANSAS

RECOMMENDATION AND/OR COMMENT

The community development procedural model was developed after its contact with Towanda. The Kansas Department of Economic Development Community Development staff should contact Towanda to determine if the community is interested in initiating such a process.

APPENDIX D

PART 2. COMMUNITY RELATED PROJECTS

REQUESTING AGENCY

Kansas Department of Economic Development - Board of Agriculture

NATURE OF REQUEST

Provide information concerning the Federal Flood Insurance Act to communities requesting Community Development Team assistance.

NATURE OF RESPONSE

The Team received training in the preparation of flood insurance applications from the Department of Housing and Urban Development and the Kansas Board of Agriculture personnel. This information was then presented to officials in communities in which the Team worked. The Team also provided assistance in the filing of applications when requested.

COSTS (man-days)

3

RECOMMENDATION AND/OR COMMENT

Planning for the correct utilization of the state's water resources and waterways will become a significant endeavor in the new Division of State Planning and Research work program as well as with other state and regional agencies. The importance of this work cannot be overstated. The Community Development Section should coordinate closely with appropriate departments and agencies and then seek to incorporate statewide and regional implementation activities into their work at the local level.

COMMUNITY RELATED PROJECTS

REQUESTING AGENCY

Kansas Department of Economic Development

NATURE OF REQUEST

Serve as judges in the annual P.R.I.D.E. competition. P.R.I.D.E. is a community development program conducted in part by the Kansas Department of Economic Development.

NATURE OF RESPONSE

The members of the Team acted as judges for the 1974 Kansas P.R.I.D.E. program

COSTS (man-days)

16

RECOMMENDATION AND/OR COMMENT

Judging activities provided valuable information necessary in the development of a theoretical community development procedural model. This experience also provided the Team an opportunity to gain exposure to a large number of Kansas communities in a relatively short period of time. Judging activities put community development workers in face-to-face contact with a large number of people engaged in the process at the local level. This is a valuable training mechanism and should be continued.

COMMUNITY RELATED PROJECTS

REQUESTING AGENCY

Kansas Department of Economic Development

NATURE OF REQUEST

Coordinate with other appropriate state agencies and the state's regional planning directors.

NATURE OF RESPONSE

Each of the regional planning directors as well as the League of Kansas Municipalities, Water Resources Board, the Division of State Planning and Research, and Kansas State University Cooperative Extension Service, was contacted to explain the Team's program as well as establish a liaison for the conduction of future projects.

COSTS (man-days)

14

RECOMMENDATION AND/OR COMMENT

The magnitude of the work to be done and its comprehensive nature will demand a concerted effort if viable long-term results are to be realized. The Kansas Department of Economic Development's Community Development Section can serve as the catalyst in the formation of this collaboration.

COMMUNITY RELATED PROJECTS

REQUESTING AGENCY

Kansas Department of Economic Development and Economic Development Administration.

NATURE OF REQUEST

Develop a priority ranking system with which to guide the Community Development Team's work activities.

NATURE OF RESPONSE

Each of the 183 communities within the population range of 1,000 to 20,000 were prioritized based on 12 socio-economic indices as described in detail in Chapter III, Project Methodology. Communities of less than 1,000 population were added to the priority list as their request for assistance was received.

COSTS (man-days)

80

RECOMMENDATION AND/OR COMMENT

It is recommended that the Kansas Department of Economic Development review this procedure and then develop an ongoing capacity to objectively judge the quality of life in Kansas communities.

REQUESTING AGENCY

Kansas Department of Economic Development

NATURE OF REQUEST

The Team was requested to prepare a theoretical model describing community development at the local level.

NATURE OF RESPONSE

Team members researched existing literature, analyzed the P.R.I.D.E. program, and drew upon their professional experience in order to formulate a detailed community development procedural model.

COSTS (man-days)

17.5

RECOMMENDATION AND/OR COMMENT

The key to the development of a viable statewide community development assistance program is a thorough understanding of the process that takes place at the local level. This knowledge can be best gained from the initiation and observation of the proposed model functioning at the local level. The procedural model can then serve as the point of departure for the formation of an operational philosophy within the Kansas Department of Economic Development.

COMMUNITY RELATED PROJECTS

REQUESTING AGENCY

Kansas Department of Economic Development P.R.I.D.E. Steering Committee

NATURE OF REQUEST

To develop an objective procedure for judging communities engaged in the P.R.I.D.E. program.

NATURE OF RESPONSE

The Team developed a procedure whereby communities could be judged based on a community development procedural model.

COSTS (man-days)

24

RECOMMENDATION AND/OR COMMENT

None

COMMUNITY RELATED PROJECTS

REQUESTING AGENCY

Kansas Department of Economic Development

NATURE OF REQUEST

Prepare a proposal for funding to allow the theoretical procedural model to be tested in Kansas communities.

NATURE OF RESPONSE

The Team prepared a proposal and subsequent application for funds.

COSTS (man-days)

49.5

RECOMMENDATION AND/OR COMMENT

None

REQUESTING AGENCY

Kansas Department of Economic Development

NATURE OF REQUEST

The Team was requested to analyze the staffing requirements of the Kansas Department of Economic Development Community Development Section.

NATURE OF RESPONSE

The Team prepared an organizational chart for the Community Development Section showing the positions and structure they felt necessary in order to carry out an assistance program using the proposed community development procedural model. In addition, the report included both short and long-term proposed work programs.

COSTS (man-days)

21

RECOMMENDATION AND/OR COMMENT

Staffing recommendations and work programs should remain in a state of flux until the procedural model has been fully tested.

COMMUNITY RELATED PROJECTS

REQUESTING AGENCY

Kansas Department of Economic Development - Kansas State University Cooperative Extension Service

NATURE OF REQUEST

The Team was requested, because of its work in downtown restoration in Iola, to prepare and discuss a prototype Central Business District restoration procedural model with Kansas State University Cooperative Extension Service specialists.

NATURE OF RESPONSE

A prototype procedural model for Central Business District renovation was prepared and then discussed in a day-long conference with community development area specialists from the Kansas State University Cooperative Extension Service.

COSTS (man-days)

3.5

RECOMMENDATION AND/OR COMMENT

There is a body of evidence to indicate that a downtown restoration project can become the needed foundation from which other physical, social and economic development projects are generated. It is advisable, therefore, that the Kansas Department of Economic Development create this capability within its permanent Community Development Section.